

Report of the Trustees

and Financial Statements

for the year ended 31 December 2015

Highlights of 2015

456 community co-operatives were trading by the end of the year
(338 community shops, 39 co-operative pubs, 33 land, farming or woodland enterprises and 46 other types of community co-operatives)

23 community co-operatives opened with our support

506 new communities contacted us for support

108 new members joined us throughout the year, bringing the total number at the end of 2015 to 377

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From the Chair

As we look back at the past year, it was clearly one of mixed fortunes. Our membership continued to grow and we welcomed over 100 new members in 2015. Similarly, more communities sought our advice and support to help them realise their dreams of establishing and maintaining community co-operatives – over 500 new communities contacted us last year. At the same time, in the world in which we operate, each year inevitably presents new challenges and 2015 was no different.

Despite the clear needs identified and the continuing demand for our help, our ability to secure the necessary funding was a particular challenge. Rather than spend a disproportionate amount of time and energy chasing relatively small pots of money, we took a strategic decision to invest in pursuing a smaller number of larger projects, which would make a real difference in enabling us to provide support to more communities over a longer period. However, the timescales for achieving these was much longer than anticipated and the outcomes were in several cases delayed by funders until 2016. As a result, coupled with the ending of other programmes and the consequent loss of income, this led to very disappointing financial results for the year.

We are not alone in facing such financial challenges; a number of our peer organisations have also experienced similar difficulties and loss of income. Sadly, some well known organisations have ceased altogether. My plea to all funders – government, lottery and other institutions alike – is to recognise the difficulties under which we and our peers operate and the often disproportionate impact lengthy bidding processes and long decision-making timescales can have on our ability to deliver our objectives.

On the plus side, two of our existing funding partners demonstrated their longer term commitment to our work and we were delighted to secure funding from the Esmee Fairbairn Foundation over a 4 year period, starting in 2016, to support our core Inspire and Explore costs. Similarly, the Prince's Countryside Fund approved further funding for our work over a 3 year period. We thank them both for their continued support.

Other highlights during the year included the launch of the second round of Urban Food Routes, funded by Seeds of Change and the Mayor of London, which we deliver with support from London Food Link. We also prepared for the formal launch of a major project, Making Local Woods Work, which will help to support and grow woodland-based social enterprises across the UK.

2015 also saw the launch of our 3 year strategy and at our AGM last year we talked about our new campaign to inspire communities to co-operate to tackle the issues they face; then to help them to explore and create their own co-operative enterprises; and to ensure that they thrive in the longer term.

Our new strategy is also a response to the growing range of different enterprises being established, in addition to shops and pubs. So, during the year, we reviewed our community enterprise network and at the end of 2015 we established the Plunkett Community Co-operative Network Advisory Group, chaired by one of our trustees, Sue Boer, with a new broadened membership reflecting a range of community enterprises.

Faced with the situation of a poor financial year, yet a seemingly strong start to 2016, as delayed funding bids come to fruition, the trustees felt it was right to maintain our services by drawing on reserves. However, we are aware that we have used reserves over the past few years to support new work and to make up shortfalls in income. This cannot continue indefinitely and we have taken immediate steps to tighten up our budget forecasting and in particular address the risks of anticipated income being delayed or not achieved. During the current year we shall also review our strategy to ensure it is achievable and we have set ourselves a target to replace our reserves over the next few years, so we can continue to help those communities who need and want our support.

At the end of another demanding year, I should like to pay tribute to my fellow trustees, who give freely of their time, and who have amply demonstrated their continuing commitment to the Plunkett mission. I should also like to thank all those organisations who have supported us and worked with us over the year. Their help is invaluable. Also, thanks to our members who are the essence of our organisation and have made Plunkett the force it is today. Finally, I should like, once more, to thank our staff who have worked tirelessly on behalf of Plunkett and the communities we support.

No doubt 2016 will present another set of challenges, but I am sure that together we shall rise to them.

Margaret Clark CBE
Chair, Plunkett Foundation



Report of the Trustees

for the year ended 31 December 2015

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2015. The Trustees have adopted the provisions of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Reference and Administrative Details

Plunkett Foundation is a registered charity, numbers CC 313743 (England and Wales) and SC 045932 (Scotland). It is a company limited by guarantee, registered number 00213235 (England and Wales).

Registered office

The Quadrangle
Banbury Road
Woodstock
Oxford
Oxfordshire
OX20 1LH

Trustees

Richard Anscombe (co-opted by the board on 11 December 2014 and appointed by the members on 1 July 2015)
Sue Boer
Margaret Clark CBE (Chair)
David Dickman (Treasurer)
Wil Gibson (Vice Chair)
Karen Lowthrop MBE
Julian Ross
Jane Ryall
Tom Scanlon (Vice Chair)
Helen Seymour

Objectives, Activities and Achievements

Our vision is to inspire a movement of people who solve their challenges by running community co-operatives in rural communities, and beyond.

Plunkett Foundation supports people, predominantly in rural areas, to set up and run life-changing community co-operatives; enterprises that are owned and run democratically by large numbers of people in their community. Community co-operatives help people to tackle a range of issues, from isolation and loneliness to poverty, and come in many forms including shops, cafes, pubs and land-based initiatives, and everything in between.

Community co-operatives provide significant benefits for every member of a community, helping to keep local services going, creating jobs and volunteering opportunities, and offering training. They offer a unique place for people to socialise and play an important role in bringing the community together. We believe that community co-operatives can truly transform the lives and livelihoods of the people who live near, engage with and support them, and our vision is to inspire a movement of people who see co-operation as a solution to their challenges.

Our core values are those of the great Irish co-operative pioneer, Sir Horace Plunkett, who founded Plunkett Foundation in 1919. He saw self-help as the most effective way to tackle rural needs, believing that rural communities didn't have to wait for someone else to make life better for them; they had the potential to do it themselves – with a little help. He believed in finding economic solutions to create social change and solutions that enrich rural community life. His values are embedded in the heart of the activities we undertake today.

Overview

Funding for the sectors we work in remains a challenge and, along with many of our peers, 2015 proved to be a particularly difficult year for the Plunkett Foundation, which led to very disappointing financial results. We invested heavily in pursuing several large projects and, despite being successful in winning a number of new and innovative programmes, others were delayed until 2016 by funders. This accounts for the bulk of the 2015 loss, which was met from reserves.

At the same time, despite the difficulties, we maintained our infrastructure and continued to provide help to the communities that we care about.

The signs for 2016 are more positive, but the Trustees have taken a fundamental review of our financial position and are refreshing the forward strategy to ensure we continue to address the needs of communities but also seek to rebuild our reserves in line with the Board's reserves policy.

Objectives and Aims

The objectives of the charitable company are:

- The relief of rural poverty and social exclusion, both nationally and internationally, by the provision of appropriate assistance to co-operatives and social enterprises directed to that aim;
- To advance education in matters related to co-operatives and social enterprises and their potential to relieve poverty and social exclusion in rural areas, both nationally and internationally.

To help us achieve our vision, the aims of our dedicated, innovative team are to undertake activity that results in:

- More communities inspired to actively explore community ownership, and
- More community co-operatives running sustainably and successfully.

Significant Activities and Achievements

Charitable Activities

Over 500 new communities contacted us for help last year from across the whole of the United Kingdom. Thanks to the continued generosity of our supporters, members and our funders we were able to provide these communities with advice and guidance, giving them the confidence to explore community ownership as a way of addressing the issues their community is facing. We also made over 300 allocations of dedicated, specialist support, including: one-to-one visits, mentoring, bespoke business advice, legal registration and supporting the raising of finance.

We undertake activity that supports communities who are seeking to address local problems through trading activity that is needed, that will be economically viable and sustainable, and help alleviate poverty, disadvantage and social exclusion.

Significant Activities

Our significant activities include:

Operating a comprehensive, UK-wide advice line service

Our team provides a wide range of advice and support to communities considering setting up, or already running, community co-operatives. In 2015, over 500 new communities contacted us for help by phone or email from across the whole of the UK.

Managing and delivering support programmes and projects

We are recognised by our peers as leaders of incredible programmes and projects that have significant impact on communities. We work closely with partners and funders at national and local levels to develop and deliver initiatives that are tailored to help predominantly rural communities set up and run community co-operatives and social enterprises that address issues of rural poverty and isolation. Where our resources allow, and there is a recognised need, we also work with partners and funders to provide our unique expertise and support to urban communities.

Delivering specialist support from our small, innovative team

Our staff are experts in providing specialist support in areas such as raising finance through community shares and selecting appropriate legal structures for community enterprises. Our wealth of knowledge has been developed over almost 100 years and our expertise spans areas as diverse as business planning, marketing and governance to community development and trading advice. We deliver advice and support by phone, email, through face-to-face visits and by organising specific training events, such as our bespoke pensions training for our members launched in this year.

Managing a national network of advisers

We manage a network of advisers that spans the whole of the UK. They provide one-to-one, in-person, tailored advice and

support to communities at all stages of their journey. They can guide communities through their options, help develop the vision for the project and support the development of an action plan to set the community off in the right direction. They also provide specialist support in areas like marketing and financial management. 2015 saw us undertake a recruitment drive that resulted in our network expanding to over 80 advisers covering every region in the UK.

Developing bespoke tools and resources

We create and publish a wide range of toolkits, resources and case studies that have been developed specifically for community co-operatives and social enterprises. These range from practical 'how to set up' guides, information on legal structures, business planning, financial management, sourcing local food and marketing. We also provide online resources, and in 2015 we launched a brand new website, enabling us to better meet the evolving needs of communities in an increasingly online world.

Providing opportunities for peer-to-peer learning and networking

We take a huge amount of pride in delivering learning and networking opportunities for communities; our events are renowned in our sector for being inspiring, engaging and practical. In 2015 we continued to provide opportunities across the UK for people to come together to learn from and inspire each other.

Maintaining a dedicated membership service

The majority of the communities we support decide to become members of Plunkett Foundation, not only because they see value in our offering of specially negotiated rates from suppliers and exclusive training events, but because they passionately believe in our values, and the values of co-operation. We undertake activity to encourage and support our members to help each other, and inspire them to reach out to new communities who may be in need of advice.

Representing the voice of rural communities and co-operation at national level

We know that rural communities often feel under-represented at a national level, which is why we take responsibility for representing their voice in national discussions. We actively work to influence policy, particularly that relating to rural development, community development and co-operative forms of business and we participate in sector representative bodies both nationally and internationally. We undertake national as well as regional and local PR and marketing campaigns to raise awareness of co-operation as a way of solving rural issues, and we commission and complete research relating to our objectives.

Public benefit

We regularly review our aims, objectives and activities to make sure we are achieving what we were established to achieve. This report considers the key activities we undertook in 2015 and reviews their success in supporting the people we were established to support. The Trustees take into account the Charity Commission guidance on public benefit and believe that Plunkett Foundation's activities are in line with that guidance.

Financial Review

Reserves Policy

In February 2013 the Trustees reviewed the reserves policy and set one which requires:

- Reserves be maintained at a level which ensures that the organisation's core activity could continue during a period of unforeseen difficulty;
- A proportion of reserves be maintained in a readily realisable form.

The calculation of the required level of reserves is an integral part of the organisation's planning, budget, risk management and forecast cycle. It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted;
- Planned activity level;
- The organisation's commitments

The Board has reviewed the major risks likely to threaten the continued delivery of our charitable mission, and has modelled the costs of the worst of these scenarios and determined that this should form the basis of the level of reserves. This level will be recalculated annually by the board, which will then decide, if its funds exceed this level, whether to apply them to current expenditure, hold them to meet future obligations in the short term, or use them in programme-related investment.

Investment Performance

Subject to the requirements of the Charities Act, the Trustees are authorised by the Memorandum of Association to invest the monies of Plunkett Foundation not immediately required for its purpose in such a manner as may be thought fit. All funds are managed by J M Finn & Co.

During 2015 Plunkett Foundation's board discharged its responsibilities by setting targets for the percentage of income

generated, percentage growth of the fund and risk level. The current targets are: income 4%, growth 3% and medium risk. Our benchmarks are the WM index and Finns 70/30 index. In 2015 the Plunkett Foundation portfolio appreciated +2.4% (2014 +5.3% return), this is compared to the Charity Fund Monitor (formerly known as WM Charities Index) which gained +4.3% (all figures in total return). The 10 year annualised return stands at +5.8% per annum.

Our Approach to Pay

We are passionate about what we do, and we believe in recruiting high-calibre people to represent our interests. We also believe in rewarding staff fairly for the jobs that they do, and fostering a positive working environment, and we believe that our salaries and terms and conditions reflect this.

We are a Living Wage-accredited employer, meaning all our staff and contractors are paid at least the Living Wage. People are employed at Plunkett on the basis of the specific skills that they bring to their particular role. For us to run successfully, a wide range of skills and disciplines is required, and we need to pay appropriately to ensure that we can recruit people with the right skills. We also need to retain them in a competitive market where their skills are readily transferable to other organisations. We firmly believe in trying to retain staff for the long term, developing them and benefiting from their growing knowledge. This is in preference to the disruption and expense of recruitment, especially as many staff have detailed knowledge that is unique to them in the organisation and could not be quickly replaced. Our staff pay scales are set with this in mind.

Plans for Future Periods

Our mission for 2016 is clear: we want to continue to help rural communities to overcome whatever issues they are facing by working together. We passionately believe that when a community co-operates, it has incredible impact on the lives and livelihoods of all those who live and work there.

As stated, we invested heavily in pursuing several large projects last year as a way of dealing with the challenging times all organisations like ourselves are facing. Our hard work paid off and we successfully gained these projects, although a number of them were delayed until 2016 by funders, which accounts for the majority of the 2015 loss.

Faced with an unprecedented situation of a poor financial year, but a strong start to the following year, the board felt that it was right to maintain the delivery of our mission by drawing on our reserves. Learning from these challenges, we are now focusing far more on assessing the risks of future budgeted income either being delayed or not achieved. We will also work on helping funders to understand the impact the delays and changes to programmes can cause support organisations like us.

Plunkett Foundation will continue to pursue the resources needed to develop our mission. We will continue to support rural communities in the establishment of a wide range of community co-operatives in predominantly rural areas to help address issues of rural poverty and disadvantage. We will strive to seek new and innovative ways in which we can help rural communities to help themselves.

Where resources are made available, we will also continue to offer our services in urban communities and internationally.

Despite a challenging funding climate, we will continue to innovate and develop how we operate, where we operate and what we help to create.

Structure, Governance and Management

Governing Document

Plunkett Foundation is a charity controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and Appointment of New Trustees

Trustees are elected at the Annual General Meeting on a one member, one vote basis.

Induction and Training of New Trustees

New Trustees undergo orientation to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the board and decision-making process, the business plan, and recent financial performance of Plunkett Foundation. During their induction they meet key employees and other Trustees.

Rotation of New Trustees

One third of the Trustees retire from office annually at the Annual General Meeting. Any retiring Trustee is eligible for re-election, provided he or she has agreed in writing to stand for re-election at least fourteen days prior to the meeting at which the election will be held.

Board Assessment

The board conducts an annual self-assessment which is an opportunity for board members to review how it is operating, to raise any concerns and to comment on any areas for improvement.

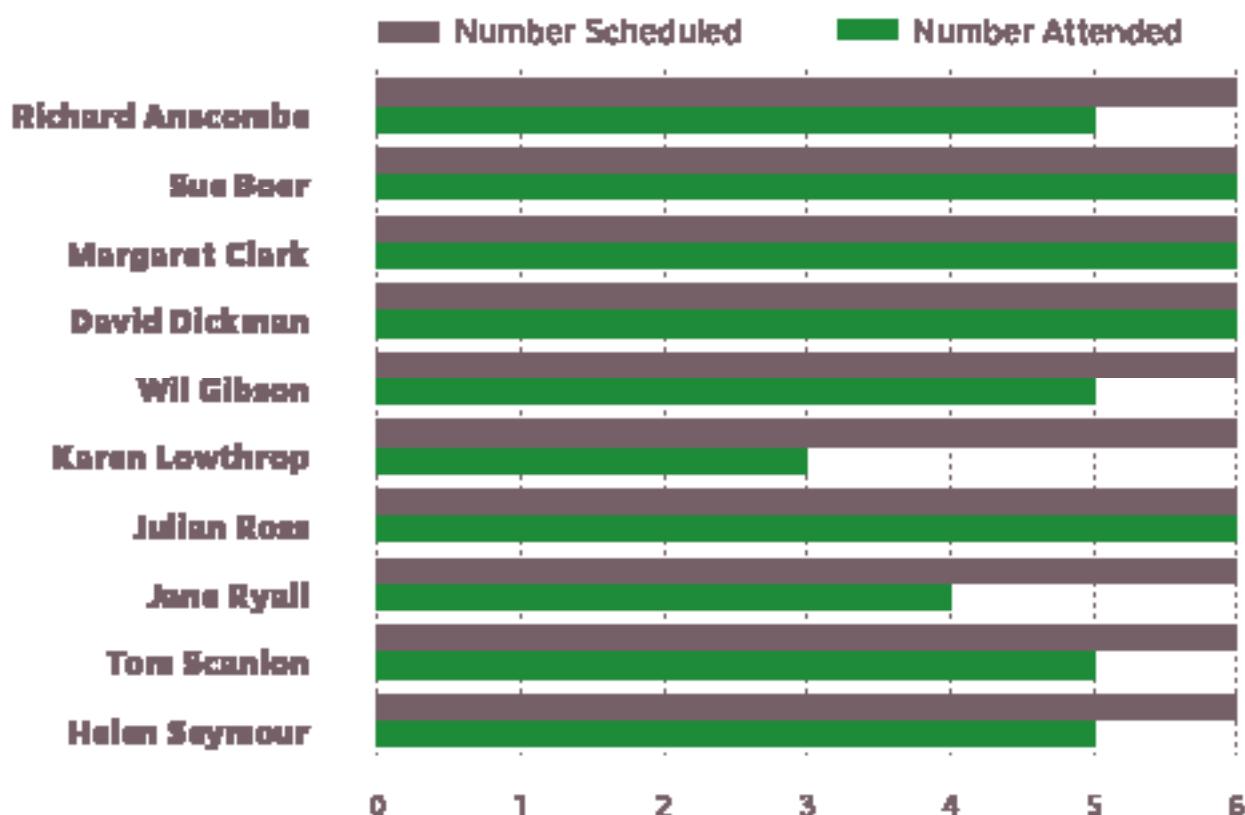
Organisational Structure

The Trustees direct the affairs of Plunkett Foundation, which is managed on a day-to-day basis by Chief Executive, Peter Couchman. The names of Trustees who served during the year are listed at the beginning of this report.

Risk Management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Treasurer meets the auditors in person to receive their report on the systems of financial controls and the performance of those systems and controls during the year.

Trustee Attendance



The Trustees also attended a range of other meetings over and above the scheduled board meetings.

Trustees' Responsibilities in Relation to the Financial Statements

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, 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;
- 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper 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 Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to Disclosure of Information to the Auditor

In so far as the trustees are aware:

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

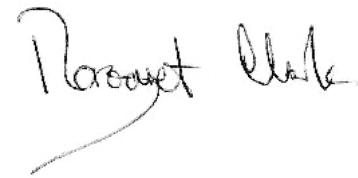
David Cadwallader & Co Limited were appointed as auditors during the year. A resolution to re-appoint David Cadwallader & Co Limited will be put to the trustees at the forthcoming Annual General Meeting.

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption in the Companies Act 2006.

On behalf of the board on:

Date: 19 May 2016



Margaret Clark
Chair

Independent Auditor's Report

to members of Plunkett Foundation

We have audited the financial statements of Plunkett Foundation for the year ended 31 December 2015 which comprise the Group and Parent Charity Statement of Financial Activities, the Group and Parent Charity Summary Income and expenditure account, the Group and Parent Charity Balance Sheet, the Group and Parent Charity Cash Flow Statement and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the company's members, as a body, in accordance with chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and 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 company and the company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective Responsibilities of Trustees and Auditors

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006, section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB) Ethical Standards for Auditors.

Scope of the Audit of Financial Statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion

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 December 2015 and of the Group's and Parent Charity's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities);
- the financial statements have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011;
- audit have not been received from branches not visited by us; or
- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption from the requirement to prepare a directors' report and strategic report.

Opinion on Other Matters Prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 requires us to report to you if, in our opinion:

- The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our

Nicola Jane Cadwallader
(Senior Statutory Auditor)

For and on behalf of David Cadwallader & Co Limited
Chartered Certified Accountants & Statutory Auditors
Suite 3 Bignell Park Barns
Chesterton, Bicester
Oxon
OX26 1TD

Date: Tuesday 21 June 2016

David Cadwallader & Co Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Group and Parent Charity Statement of Financial Activities

(incorporating a Group Income and Expenditure Account)
for the year ended 31 December 2015

			2015	2014
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Notes	£	£	£
Income & Endowments From:				
Donations & Legacies	3	51,401	-	51,401
Investment income	4	46,282	1,152	47,434
Charitable activities	5	612,454	103,319	715,773
Total income		710,137	104,471	814,608
				1,064,783
Expenditure on:				
Charitable activities	6	1,089,364	114,665	1,204,029
Other	7	8,850	-	8,850
Total expenditure		1,098,214	114,665	1,212,879
				1,178,050
Net income/(expenditure) before gains/(losses) on investments		(388,077)	(10,194)	(398,271)
				(113,267)
Net gains/(losses) on investments		14,395	-	14,395
Net income/(expenditure)		(373,682)	(10,194)	(383,876)
				(114,950)
Transfer between funds		-	-	-
Net income/(expenditure) for the year		(373,682)	(10,194)	(383,876)
				(114,950)
Other recognised gains/(losses)				
Gains/(losses) on revaluation of listed investments		(11,916)	-	(11,916)
				33,874
Net movements in funds		(385,598)	(10,194)	(395,792)
				(81,076)
RECONCILIATION OF FUNDS				
Total funds brought forward		1,154,756	44,791	1,199,547
				1,280,623
TOTAL FUNDS CARRIED FORWARD		769,158	34,597	803,755
				1,199,547

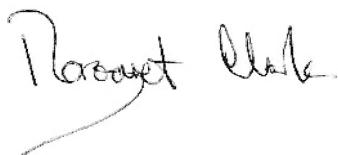
Group Balance Sheet

at 31 December 2015

	Group	Group	Charity	Charity	
	2015	2014	2015	2014	
	Notes	£	£	£	
FIXED ASSETS					
intangible assets		-	-	-	
Tangible assets	12	14,631	16,523	14,631	16,523
Investments	13	1,202,771	1,371,755	1,202,774	1,371,758
		1,217,402	1,388,278	1,217,405	1,388,281
CURRENT ASSETS					
Stocks		200	200	200	200
Debtors	14	131,386	98,004	131,259	97,877
Cash at bank		3,776	23,101	3,576	22,901
		135,362	121,305	135,035	120,978
CREDITORS					
Amounts falling due within one year	15	(549,009)	(310,036)	(548,559)	(309,586)
		(413,647)	(188,731)	(413,524)	(188,608)
NET CURRENT ASSETS/ (LIABILITIES)					
		803,755	1,199,547	803,881	1,199,673
TOTAL ASSETS LESS CURRENT LIABILITIES					
		803,755	1,199,547	803,881	1,199,673
TOTAL NET ASSETS					
FUNDS					
Unrestricted funds	18	769,158	1,154,756	769,284	1,154,882
Restricted funds		34,597	44,791	34,597	44,791
		803,755	1,199,547	803,881	1,199,673
TOTAL CHARITY FUNDS					

The accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees on 19 May 2016 and were signed on its behalf by:



Margaret Clark - Chair

Statement of Cash Flows

at 31 December 2015

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	Notes	£	£	£
Cash flows from operating activities				
Net cash provided by/(used in) operating activities	21	(228,772)	(125,695)	(228,772)
Cash flows from investing activities:				
Dividends, interest and rents from investments		47,371	48,010	47,371
Proceeds from the sale of property, plant and equipment		-	-	-
Purchase of property, plant and equipment		(8,423)	(710)	(8,423)
Proceeds from sale of investments		271,952	245,314	271,952
Purchase of investments		(83,277)	(246,202)	(83,277)
Net cash provided/(used in) investing activities		(964)	(175)	(964)
Net cash provided by/(used in) financing activities				
<hr/>				
Change in cash and cash equivalents in the reporting period		(2,113)	(79,458)	(2,113)
<hr/>				
Cash and cash equivalents at the beginning of the reporting period		35,009	114,467	34,809
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Change in cash and cash equivalents due to exchange rate movements		-	-	-
<hr/>				
Cash and cash equivalents at the end of the reporting period	22	32,896	35,009	32,696

Notes to the Financial Statements

for the year ended 31 December 2015

1. Accounting Policies

Accounting convention

The consolidated financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Plunkett Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Transition to FRS 102

The Charity transitioned from previous UK GAAP to FRS 102 as at 1 January 2014.

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 the Charities SORP FRS 102 the restatement of comparative items was required. No restatement was considered necessary.

Going concern

The accounts have been prepared on a going concern basis.

Basis of Consolidation

The consolidated accounts incorporate the results of the Plunkett Foundation and its subsidiaries undertaking on a line by line basis. The consolidated entity is referred to as 'the Group'. No separate company Statement of Financial Activities (SOFA) has been prepared for the Charity as permitted by the Companies Act 2006.

Key sources of estimation uncertainty

The most significant areas of adjustments and key assumptions that affect items in the accounts relate to recognition of grant income.

Income

All income is included on the Statement of Financial Activities when the charity has entitlement to the funds, any performance attached to the item of income has been met, it is probable that the income will be received and the amount can be measured reliably. Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred

Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources or staff time spent, as applicable. Where input VAT is irrecoverable the costs are shown inclusive of VAT.

Grants Payable

Grants payable are accounted for on an accruals basis.

Support costs

Support costs are those functions that assist the work of the charity, including personnel costs. These costs are allocated to specific charitable activities based on time spent.

Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

Intangible/ Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

- Goodwill - 100% on cost
- Plant and machinery - 20% on cost or valuation
- Fixtures and fittings - 10% on cost
- Computer equipment - 33% on cost

The costs of minor additions are not capitalised.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pensions

From 1 October 2008 the employees of the charity were entitled to join a defined contribution 'money purchase' scheme. The charity contribution is restricted to the contributions disclosed in note 10. There were no outstanding contributions at the year end.

Fixed Asset Investments

Investments are stated at market value as at the balance sheet date. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation or constructive 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.

Financial Instruments

The charity has only financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

2. Central Support Costs

	2015	2014
	£	£
Staff costs general	561,155	566,376
Central and office costs	87,324	75,782
Depreciation	10,315	12,108
Audit costs	8,850	9,150
Other administrative costs	39,453	19,022
Trustee expenses	7,552	8,024
Financial and professional	13,235	29,293
	<hr/>	<hr/>
	727,884	719,755

The central support costs of the charity consisted of seven elements as noted above. These costs are allocated across the work of the charity based on time spent.

3. Donations

	Unrestricted Funds	Restricted Funds	2015 Total Funds	2014 Total Funds
	£	£	£	£
Membership	8,368	-	8,368	9,333
Members enterprise affiliation fees	43,033	-	43,033	26,050
	<hr/>	<hr/>	<hr/>	<hr/>
	51,401	-	51,401	35,383

4. Investment Income

	Unrestricted Funds	Restricted Funds	2015 Total Funds	2014 Total Funds
	£	£	£	£
Interest	63	-	63	13
Dividends from Invested funds	46,219	1,152	47,371	48,010
	<hr/>	<hr/>	<hr/>	<hr/>
	46,282	1,152	47,434	48,023

5. Income from Charitable Activities

	Unrestricted Funds £	Restricted Funds £	2015 Total Funds £	2014 Total Funds £
Income from operations	435,111	-	435,111	778,327
Esmee Fairbairn	167,429	60,145	227,574	139,908
Ashley Family Foundation	-	-	-	10,000
Prince's Countryside Fund	-	43,174	43,174	49,788
Sponsorship and events	9,914	-	9,914	3,354
	612,454	103,319	715,773	981,377

At the year end the charity held £9,700 relating to outstanding bursary grants payable from income of £15,000 received from the Greater London Authority. The income and expenditure is not shown in the charity's Statement of Financial Activities.

6. Expenditure on Charitable Activities

	Unrestricted Funds £	Restricted Funds £	2015 Total Funds £	2014 Total Funds £
Operational expenditure	1,089,364	54,520	1,143,884	1,106,167
Bursary grants paid	-	60,145	60,145	62,733
	1,089,364	114,665	1,204,029	1,168,900

7. Other Costs

	2015 Total Funds £	2014 Total Funds £
Audit Fees	8,850	9,150

8. Net Incoming/(Outgoing) Resources

Net resources are stated after charging/(crediting)	2015 £	2014 £
Amortisation of Goodwill	-	123
Depreciation - owned assets	10,315	12,108
Auditor's remuneration	8,850	8,125
Auditor's remuneration - previous advisors	-	1,025

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

9. Trustees' Remuneration and Benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2015 nor for the year ended 31 December 2014.

Trustees' Expenses

Trustees receive travel expenses for meeting attendance during the year. A total of £7,552 was so paid this year (2014 - £8,024).

10. Staff Costs

Staff costs were as follows:

	2015	2014
	£	£
Salaries and wages	527,360	488,775
Social security costs	51,286	48,175
Pension costs	22,838	22,345
Recruitment costs	-	-
	601,484	559,295

The average monthly number of employees during the year was as follows:

	2015	2014
Professional	14	15
Administrative	2	1
	16	16

All employees are covered by a Group Life Assurance scheme and a permanent Incapacity Insurance scheme, but other than the above no other benefits in kind are provided.

The number of higher paid employees was:

Taxable emoluments band:	2015	2014
	Number	Number
£35,000 - £41,000	3	3
£70,000 - £80,000	1	1

11. Intangible Fixed Assets

	Goodwill
	£
COST	
At 1 January and 31 December 2015	123
AMORTISATION	
At 1 January and 31 December 2015	123
NET BOOK VALUE	
At 31 December 2015	-
At 31 December 2014	-

12. Tangible Fixed Assets

	Office Equipment	Fixtures and fittings	Computer equipment	Totals
COST				
At 1 January 2015	23,784	33,154	94,537	151,475
Additions	-	-	8,423	8,423
At 31 December 2015	<hr/> 23,784	<hr/> 33,154	<hr/> 102,960	<hr/> 159,898
DEPRECIATION				
At 1 January 2015	23,059	27,620	84,273	134,952
Charge for year	484	1,142	8,689	10,315
At 31 December 2014	<hr/> 23,543	<hr/> 28,762	<hr/> 92,962	<hr/> 145,267
NET BOOK VALUE				
At 31 December 2015	<hr/> 241	<hr/> 4,392	<hr/> 9,998	<hr/> 14,631
At 31 December 2014	<hr/> 725	<hr/> 5,534	<hr/> 10,264	<hr/> 16,523

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

13. Fixed Asset Investments - Group

	Listed investments	Unlisted investments	Cash and settlements pending	Totals
	£	£	£	£
FAIR VALUE				
At 1 January 2015	1,359,350	497	11,908	1,371,755
Additions to investments at cost	83,277	-	-	83,277
Disposals at carrying value	(257,557)	-	-	(257,557)
Unrealised gains/(loss)	(11,916)	-	-	(11,916)
Transfer from/(to) general funds	-	-	17,212	17,212
At 31 December 2015	<u>1,173,154</u>	<u>497</u>	<u>29,120</u>	<u>1,202,771</u>
NET BOOK VALUE				
At 31 December 2015	1,173,154	497	29,120	1,202,771
At 31 December 2014	<u>1,359,350</u>	<u>497</u>	<u>11,908</u>	<u>1,371,755</u>

All quoted investments are listed UK securities. The historic cost of investments is £1,008,481.

13. Fixed Asset Investments - Charity

The Fixed Asset investments of the charity total £1,202,774 (2014: £1,371,758), being the group investments as detailed above plus a £3 shareholding (shown at cost) in its subsidiary, Plunkett Services Limited.

Subsidiary

Plunkett Services Limited

Nature of business: Dormant

Class of share:	%
Ordinary	holding
	100

	2015	2014
	£	£
Aggregate capital and reserves	<u>3</u>	<u>3</u>

The charity owns the whole of the issued share capital of Plunkett Services Limited, a company registered in England. The subsidiary, Plunkett Services Limited does not trade, but owns 100% of the voting shares of Rural Partnerships Limited. Rural Partnerships Limited does not trade.

14. Debtors: Amounts Falling Due Within One Year

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Trade debtors	93,057	58,749	93,057	58,749
Other debtors	18,375	13,608	18,248	13,481
Work in Progress	19,954	25,647	19,954	25,647
	131,386	98,004	131,259	97,877

15. Creditors: Amounts Falling Due Within One Year

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Trade creditors	71,650	65,103	71,200	64,653
Taxation and social security	21,523	18,690	21,523	18,690
Accruals and deferred income	244,549	194,190	244,549	194,190
Other creditors	211,287	32,053	211,287	32,053
	549,009	310,036	548,559	309,586

The Charity acts as an intermediary agent for the Greater London Authority, making payments of grants to selected local enterprises. At the year end funds held in respect of these bursary grants was £9,700 (2014: £38,689) The balance is excluded from the above figures.

Other creditors includes £211,287 (2014: £31,432) in respect of grant monies held in lieu of distribution to other bodies.

Accruals and deferred income includes £211,125 (2014: £145,602) of income which relates to projects.

	£
At 1 January 2015	145,602
Released in 2015	(144,302)
Income deferred in 2015	209,825
	<hr/>
At 31 December 2015	211,125
	<hr/>

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

16. Commitments Under Operating Leases

At 31 December 2015 the charity has annual commitments under non-cancellable operating leases as set out below:-

	Land and Buildings 2015	Land and Buildings 2014
	£	£
Operating leases which expire		
Within 1 year	-	-
Within 2-5 years	38,774	38,774
After more than 5 years	-	-
	38,774	38,774

17. Movement in Funds - Group

	At 01.01.15	Net movement in funds (before tfrs)	Transfers between funds	At 31.12.15
	£	£	£	£
UNRESTRICTED FUNDS				
Foundation	350,000	-	-	350,000
Development	246,903	-	-	246,903
Knowledge Development	10,000	-	-	10,000
Revenue	482,986	(381,595)	-	101,391
Rural Revival Poland	14,879	(4,003)	-	10,876
Library Development	49,988	-	-	49,988
	1,154,756	(385,598)	-	769,158
RESTRICTED FUNDS				
John Morley Bursary Fund	28,524	1,152	-	29,676
Ashley Family Foundation	5,132	(5,132)	-	-
Big Lottery Fund Grant	4,921	-	-	4,921
Esmee Fairbairn Bursary Fund	-	-	-	-
Prince's Countryside Fund	6,214	(6,214)	-	-
	44,791	(10,194)	-	34,597
TOTAL FUNDS				
	1,199,547	(395,792)	-	803,755

17. Movement in Funds

Net movement in funds, included in the above are as follows:

	Income £	Expenditure £	Transfers between funds £	Gains and Losses £	Movement in funds £
UNRESTRICTED FUNDS					
Foundation	-	-	-	-	-
Development	-	-	-	-	-
Knowledge	-	-	-	-	-
Development	-	-	-	-	-
Revenue	710,137	(1,094,211)	-	2,479	(381,595)
Rural Revival Poland	-	(4,003)	-	-	(4,003)
Share of Joint Venture	-	-	-	-	-
Library Development	-	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	710,137	(1,098,214)	-	2,479	(385,598)
 RESTRICTED FUNDS					
John Morley Bursary Fund	1,152	-	-	-	1,152
Ashley Family Foundation	-	(5,132)	-	-	(5,132)
Big Lottery Fund Grant	-	-	-	-	-
Esmee Fairbairn Bursary Fund	60,145	(60,145)	-	-	-
Prince's Countryside Fund	43,174	(49,388)	-	-	(6,214)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	104,471	(114,665)	-	-	(10,194)
 TOTAL FUNDS					
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	814,608	(1,212,879)	-	2,479	(395,792)

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

17. Movement in Funds (cont.)

The Foundation Fund is intended to ensure the continuity of a basic service in terms of information and advice in support of the development of rural co-operatives at home and overseas as intended by the founder.

The Development Fund's purpose is to support various initiatives of the foundation and the Trustees are empowered to allocate funds to such specific purposes.

The Knowledge Development Fund has been formed to cover transport and archiving costs of the pre 1980 physical library and the replacement of the library with access to and the creation of a knowledge management and contemporary information source.

The Rural Revival – Poland fund represents the balance of unutilised funds raised in support of the Foundation's Rural Revival Campaign in Poland. These funds are used to provide direct or indirect support to co-operative and social enterprises which benefit disadvantaged rural residents in Poland.

The Library Development Fund represents the proceeds of the sale of Horace Plunkett's personal diaries and is to be used in an area of the library or information services.

The John Morley Bursary Fund represents a bequest from John Morley, with further income to be added to the fund by the Trustees based on the annual rate of return of the Foundation's total investments. The purpose of the fund is to grant bursaries to people attending training courses run by the Foundation. These bursaries are to be granted in commemoration of the life and work of John Morley OBE.

The Ashley Family Foundation represents a grant for our work in Wales and is for support towards Community advisors, specialist advice and networking events.

The Esmee Fairbairn Bursary Fund represents monies received from the Esmee Fairbairn Foundation in relation to bursary awards to support community organisations.

The Prince's Countryside Fund represents monies received from The Prince's Countryside Fund in relation to the direct delivery of support to community organisations in the form of advice or study visits. Expenditure includes constructive obligations held by the Charity at 31 December 2015 in respect of sub-contract work totalling £18,900.

18. Analysis of Net Assets Between Funds - Group

	Intangible / Tangible Fixed Assets	Investments	Net current assets	Total
	£	£	£	£
UNRESTRICTED FUNDS				
Foundation	-	350,000	-	350,000
Development	-	246,903	-	246,903
Knowledge Development	-	10,000	-	10,000
Revenue	14,631	505,328	(418,568)	101,391
Rural Revival Poland	-	-	-	-
Share of Joint Venture	-	10,876	-	10,876
Library Development	-	49,988	-	49,988
	14,631	1,173,095	(418,568)	769,158
RESTRICTED FUNDS				
John Morley Bursary Fund	-	29,676	-	29,676
Ashley Family Foundation	-	-	-	-
Big Lottery Fund Grant	-	-	4,921	4,921
Esmee Fairbairn Bursary Fund	-	-	-	-
Prince's Countryside Fund	-	-	-	-
	-	29,676	4,921	34,597
TOTAL FUNDS				
	14,631	1,202,771	(413,647)	803,755

19. Related Party Transactions

The charity paid £819 to Jane Ryall, one of the Trustees, in respect of consultancy services. The transaction was at market value.

There are no other related party transactions that require disclosure under Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)).

20. Ultimate Controlling Party

The charity is a Company Limited by Guarantee and has no share capital. There is therefore no ultimate controlling party.

Notes to the Financial Statements (cont.)

for the year ended 31 December 2015

21. Reconciliation of Net Income/(Expenditure) to Net Cash Flow from Operating Activities

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(395,792)	(81,076)	(395,792)	(81,076)
Adjustments for:				
Depreciation charges	10,315	12,108	10,315	12,108
Amortisation of Goodwill	-	123	-	123
(Gains)/losses on investments	(2,479)	(32,191)	(2,479)	(32,191)
Dividends, interest and rents from investments	(47,434)	(48,023)	(47,434)	(48,023)
Interest paid	1,027	188	1,027	188
Loss/(profit) on the sale of fixed assets	-	-	-	-
(Increase)/decrease in stocks	-	-	-	-
(Increase)/decrease in debtors	(33,382)	(18,672)	(33,382)	(18,672)
(Increase)/decrease in creditors	238,973	41,848	238,973	41,848
	(228,772)	(125,695)	(228,772)	(125,695)

22. Analysis of Cash and Cash Equivalents

	Group	Group	Charity	Charity
	2015	2014	2015	2014
	£	£	£	£
Cash in Hand	3,776	23,101	3,576	22,901
Notice deposits	29,120	11,908	29,120	11,908
	32,896	35,009	32,696	34,809

Trustees, Members, Fellows and Staff

Trustees

The trustees are elected by the Plunkett Foundation's members.

The following trustees served during 2015:

Richard Anscombe (co-opted by the board on 11 December 2014 and appointed by the members on 1 July 2015)

Sue Boer

Margaret Clark CBE * Chair

David Dickman * Treasurer

Wil Gibson * Vice Chair

Karen Lowthrop MBE

Julian Ross

Jane Ryall

Helen Seymour

Tom Scanlon * Vice Chair

* Independent Monitoring Committee

Fellows

David Button

Quintin Fox

Richard Moreton

Prof. Dr Hans-H Müenkner

Edgar Parnell

The Lord Plumb, DL

Dr Rita Rhodes

John Tyrrell

Kate Targett

Members

At the end of 2015 Plunkett Foundation had 377 members, 91 of which were individuals, 80 were organisations and 206 were community enterprise members. 15 of these members were based outside of the UK.

Staff

The following were employed during 2015:

James Alcock
Head of Frontline

Hannah Barrett
Frontline Project Co-ordinator

Tom Carman
Project Officer

Peter Couchman
Chief Executive

Katherine Darling
Press and Communications Manager

Monica Dolan
Projects Manager

Maurice Edgington
Senior Finance Officer

Harriet English
Membership Manager

Aimee Evans
Frontline Co-ordinator

Nicole Hamilton
Frontline Manager

Kirsty MacColl
Network Co-ordinator
Plunkett Scotland

Kathryn Morrison
Company Secretary

Jonathan Payne
Information Officer

Liz Pearce
Frontline Assistant

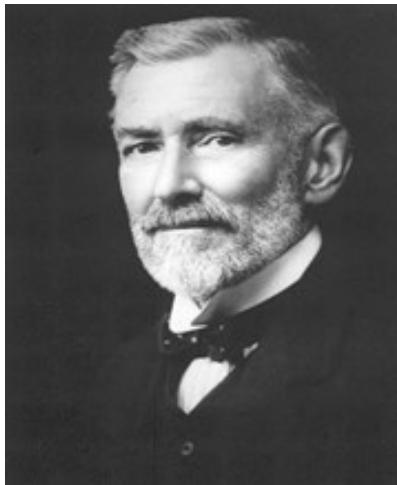
Mike Perry
Head of Development and Policy

Andrew Prendergast
Development Officer
Plunkett Scotland

Donna Smith
Frontline Manager

Gordon Stewart
Development Officer

Improving
rural lives
together



About Plunkett Foundation

Plunkett Foundation helps communities to take control of their challenges and overcome them together. We support people, predominantly in rural areas, to set up and run life-changing community co-operatives; enterprises that are owned and run democratically by large numbers of people in their community. They help people to tackle a range of issues, from isolation and loneliness to poverty, and come in many forms including shops, cafés, pubs and land-based initiatives, and everything in between.

Our core values are the values of the great Irish co-operative pioneer, Sir Horace Plunkett, who founded the Plunkett Foundation in 1919. He believed that rural communities didn't have to wait for someone else to make life better for them; they had the potential to do it themselves – with a little help. His values are embedded in the heart of what we do:

- **We seek economic solutions to create social change**
- **We seek solutions that enrich rural community life**
- **We see self-help as the most effective way to tackle rural needs.**

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**Ask us about
becoming
a member**

Plunkett Foundation is a registered charity, numbers CC 313743 (England and Wales) and SC 045932 (Scotland).

It is a company limited by guarantee, registered number 00213235 (England and Wales).

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