

# Report of the Trustees

## and Financial Statements

for the year ended 31 December 2017



# Our achievements during 2017

**573** community businesses were trading by the end of the year consisting of:  
**361** community shops;  
**60** community pubs;  
**57** land, farming or woodland enterprises; and  
**95** other types of community business.

**21** community businesses opened with our support.

**494** new communities contacted us for support.

**420** Plunkett members at the end of 2017 including:  
**88** new members who joined us throughout the year.

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# Chair's foreword

The end of 2016 and the beginning of 2017 saw a period of change for the Foundation. As reported last year, we said goodbye to our former Chief Executive, Peter Couchman, and to our Head of Development, Mike Perry, both of whom left to undertake new challenges elsewhere. However, following another disappointing set of financial results at the end of 2016, the trustees decided that we should not replace these posts immediately but should focus on reshaping the organisation to ensure its future sustainability.

In January, James Alcock took over the helm as General Manager, assisted by Kathryn Morrison and other members of the Senior Management Team, and with the support of all the staff. Trustees set a clear target for the year of improving our systems and achieving a break-even budget, whilst continuing to provide the excellent services and support we offer to local communities. Meanwhile, the trustees, with the help of staff, embarked on a wide-ranging review of our future strategy. It is important that Plunkett remains relevant in an ever-changing world and provides the support and services that rural communities want now, and will need in the future, to help them adapt to the challenges they are facing.

I am pleased to report that our financial performance for 2017 was much improved and we ended the year with a surplus and some modest growth in our reserves. More importantly, we continued to provide our core services to an increasing number of communities throughout the rural parts of the United Kingdom and across a range of different business types, from shops to woodlands, pubs to museums. We continued to run four major projects, funded by the Esmée Fairbairn Foundation, Power to Change Trust, Big Lottery Fund and The Prince's Countryside Fund, as well as a number of smaller projects. The support of these major funders, as well as our other supporters, demonstrates the importance attached to the work we do and the trustees are most grateful for their continued commitment to help rural communities develop their own solutions to the changes taking place.

During the year, as part of our strategic review, we looked in detail at the range of services and types of enterprise we support, our membership offer and our financial model. We also considered Plunkett's role in relation to others in the market place, in which we operate, and what unique part we can and should play.

We aim to launch our new five-year strategy at our AGM in 2018. It will set out an ambitious forward programme and will signal a step change in those

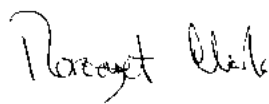
we help, where we direct our support and how we do this. Implementing the strategy in full will, of course, depend on our ability to increase our resource base and the strategy also proposes ways we might do this. We are absolutely clear, however, that we cannot achieve our ambitions alone. The strategy is underpinned by a strong desire and commitment to work with others; to encourage and assist greater sharing of knowledge and expertise; and to use our knowledge and experience to influence the policies and activities of other organisations, including government and public and charitable institutions.

2017 has been challenging and I am immensely grateful to all those who have helped us during the year. We are fortunate in having the support of a wide range of partners, funders, supporters and members, all of whom have contributed in many different ways over the year.

But most of all I must pay tribute to our staff and to my fellow trustees. Despite the challenges they have had to face and the uncertainty brought about by the changes taking place, the staff, in particular, have worked tirelessly on behalf of Plunkett. They have done all, and more, that we asked of them and I and the trustees are very appreciative of their efforts. I should also like to thank James Alcock and Kathryn Morrison for the leadership and support they have provided during the year.

The trustees have also continued to show great energy and commitment and their contribution to developing the forward strategy – and the additional work this has involved – has been invaluable. I am grateful for their continued support. Towards the end of 2017, two trustees – Wil Gibson and Karen Lowthrop – stood down from the board for personal reasons. I thank them both for their contribution and wise counsel over the years.

We now look ahead with renewed vigour to the future and to implementing our new strategy. 2018 has already seen more changes, with the departure of some longstanding members of staff, and I am sure we shall face new challenges as the year unfolds. But we are in a better place to meet those challenges and to continue our mission to help rural communities to find solutions to their needs through sustainable community business.



**Margaret Clark CBE**  
Chair, Plunkett Foundation





# Report of the Trustees

## for the year ended 31 December 2017

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 2017. 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**

**Sue Boer**

**Margaret Clark CBE** (Chair)

**David Dickman** (Treasurer)

**Wil Gibson** (Vice Chair) (retired during the year)

**Karen Lowthrop** MBE (retired during the year)

**Julian Ross**

**Jane Ryall**

**Tom Scanlon** (Vice Chair)

**Helen Seymour** (Chair of Remuneration Committee)

### Overview

Our focus in 2017 was on consolidation, following four years of significant financial deficits, and on improving performance and beginning to rebuild our reserves. This resulted in some staff changes at the beginning of the year and during the year we, therefore, gave priority to the delivery of Plunkett's core service and to meeting existing funding commitments. The trustees also began a detailed review of the organisation's future strategy. As a result of this approach, we ended the year with a positive result and some modest growth in financial reserves. Operationally, we also reviewed our core service, our financial model for projects and staffing requirements. We are now more confident of our ability to continue meeting rural community needs, in a more cost effective and efficient way.

In 2017 our core service delivered benefits across a range of enterprise models and throughout all parts of the UK, enabled by four large scale and longer-term projects funded by the Esmée Fairbairn Foundation, Power to Change Trust, Big Lottery Fund and the Prince's Countryside Fund, and complemented by a number of smaller and shorter-term projects, contracts and donations. This delivery included engagement activities, such as communications, marketing and events, as well as our traditional direct business support for communities setting up and running community businesses. Over the year, we reached just over half a million individuals with information about the community ownership solution, received almost 500 new enquiries seeking information and support, and supported 200 community groups with just over 350 allocations of business support. We remain grateful for the support of all our funders and supporters who help us to deliver much-needed help to rural communities and businesses.

## Objectives, activities and achievements

Plunkett's vision is for resilient, thriving and inclusive rural communities.

**Our mission is to: Inspire and empower rural communities to work together to find solutions to their needs through sustainable community enterprise.**

Plunkett Foundation helps rural communities UK-wide to tackle the issues they face, through promoting and supporting community business. Community businesses are enterprises that are owned and run democratically by members of the community and others, on behalf of the community. They come in many forms, including shops, pubs, woodlands and anything which lends itself to community ownership. In addition to developing and safeguarding valuable assets and services, community businesses address a range of issues including isolation, loneliness, wellbeing, work and training.

Plunkett's role is to advocate and champion the concept of community business to ensure communities throughout the UK are aware of the model and its potential; feel empowered to take action themselves; and operate in a supportive environment. Plunkett provides practical advice, support and training to help communities establish and run successful community businesses with long term survival rates.

Plunkett is proud of its roots; it was founded by the great Irish co-operative pioneer, Sir Horace Plunkett, in 1919. For almost 100 years, it has supported rural communities to thrive through community business and to improve the quality of life for all. Today, it represents the interests of almost 600 rural community businesses that it has helped to establish and a further 400 in the process of setting up, as well as those who are just starting on the path.

### 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.

## Significant activities and achievements

### Charitable activities

We undertake activity that supports rural communities who are seeking to address local problems through trading activity that is needed, that will be economically viable and sustainable, and that will help alleviate poverty, disadvantage and social exclusion. Thanks to the continued generosity of our supporters, members and our funders, we were able to provide such communities with advice and guidance, giving them the confidence to explore community ownership as a way of addressing the issues their community was facing.

### Significant activities

Our significant activities include:

#### Operating a comprehensive, UK-wide advice line

Our team provides a wide range of advice and support to communities considering setting up, or already running, community businesses. In 2017, almost 500 new communities contacted us for help by phone or email from across the whole of the UK. Many of these communities are helped to access further and more specialist advice and support from the many projects we operate.

#### Hosting a series of tools and resources

We create and publish a wide range of tools, resources and case studies that help communities set up and run community businesses, ranging from start-up guides to specific themes such as business planning or marketing. In 2017, we added a number of new films to the resource bank and reviewed and updated many of the traditional publications.

#### Delivering specialist support to community businesses at all stages of their journey

We deliver a range of support to community businesses setting up and already trading, including: one-to-one visits, mentoring, bespoke business advice, legal registration and help in raising finance. Advice ranges from community engagement and consultation, through to business planning, legal structures, managing staff and volunteers, raising finance, and governance. We provide this support both face to face and remotely via our small specialised team and our UK-wide network of over 90 self-employed advisers. In 2017, we made over 350 allocations of support to almost 200 new and existing community businesses.

### Providing opportunities for peer-to-peer learning and networking

2017 saw the launch of a series of interactive online webinars, for both community groups and our advisers, and a roll-out of the localised networking meetings for members. We also maintained our traditional networking events and peer-to-peer support via group study tours, study visits and mentoring.

### Managing and delivering support projects

We develop and seek funding for projects to support our aims and to help communities set up and run community businesses. Nearly all of our projects are delivered in partnership with organisations who aid and complement us on geography and expertise. Increasingly, these projects support a wider range of community business from village services such as shops and pubs, through to land-based businesses such as woodlands and farming enterprises. Where possible, we support communities with packages of both advisory and financial support.

### Maintaining membership benefits

We have taken great pride in growing the membership culture within the organisation, and this has helped to add value to the relationships we have with community businesses, partners and wider stakeholders who share our values. We have continued growing the benefits membership offers in 2017, but more importantly focused on the opportunities for engaging with members.

### Representing the voice of rural communities and community business at national level

We know that rural communities often feel under-represented at a national level, which is why we seek to ensure their voice is heard in national discussions and via influencing policy and creating a more enabling environment for rural community businesses to thrive. We have achieved this through participation in partnerships, such as the Rural Coalition and Communities Partnership Board, and membership of other organisations whose values we share. We have also applied a national planning approach to our work, to ensure our support activities and services are relevant to rural communities in all parts of the UK and reflective of their needs and challenges.

### 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 2017 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

The reserves policy is reviewed annually and was last reviewed in December 2017. The policy requires that:

- 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.

In response to the relatively poor financial performance over the previous four years, the board agreed in 2017 to reinvest the income generated from its investments, in order to begin to rebuild the reserves. This policy will be reviewed annually at the time the budget is set.

### 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 2017 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 were the WM index and Finns 70/30 index. The performance services company that produced the Charity Fund Monitor Index closed this service to third party clients, including JM Finn, after the 31st March 2016. As such the Charity Fund Monitor is no longer used as a performance comparator, however, we have continued to compare performance against the 70% FTSE All-Share/30% FTSE UK Gilts benchmark.

In 2017 the Plunkett Foundation portfolio appreciated +11.5% (+12.2% in 2016), this is compared to the 70% FTSE All Share/30% FTSE UK Gilts comparator return of +9.7%. The 12 year annualised return stands at +7.5% per annum against the benchmark annualised return of +6.6% (all figures in total return).

### 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 current strategy was due to finish in 2017, but we have extended it for a short period while the board undertook a comprehensive review of its future strategy. This will be launched in July 2018. The board has agreed to introduce a five-year forward strategy, to be reviewed at the end of three years. It is an ambitious strategy which seeks to grow and diversify the rural community business sector and enable it to achieve high impact. As well as growing the rural community business sector; we want to encourage its development more widely and to spread understanding and awareness, nationally and locally, of the important role it plays in supporting the well-being of rural communities and the potential it has to deliver benefits more widely. In future, we will have clearer focus and aim to target our resources and efforts more efficiently and effectively.

Over the next five years we aim to:

- help more communities to develop and open new community businesses and to ensure those already trading have the support they need to thrive
- increase awareness of the relevance of the community business model and extend its accessibility and associated support in all rural parts of the UK
- extend the social impact community businesses have to all those living in the rural communities we support, especially to those vulnerable to poverty, health issues, isolation and loneliness
- create an enabling environment for community businesses in terms of the policy, funding and advisory landscape they work within
- improve Plunkett's own sustainability to ensure it continues to address the needs identified.

To achieve this, we will:

- review our community business service to ensure it, and our intermediaries, are providing the right level of support at all stages of setting up and running a community business, and specifically, helping communities to progress through those stages
- develop good working relationships and partnerships with local and regional infrastructure throughout the UK, to enable us to understand better the issues affecting rural communities and to increase the visibility and accessibility of our support

- ensure our communications and marketing focus on the impact of community business rather than specific business models
- work collaboratively and strategically at a national level to raise the profile of rural community business and to champion their needs
- gather and publish information and data on needs and the role of community businesses in meeting them
- refresh our business model and longer term financial planning, in order to develop alternative income streams and to reduce our dependency on project funding.

Plunkett is a small organisation with large ambitions. Our forward strategy recognises that we cannot achieve these alone. Underpinning the strategy, therefore, is a commitment to work with others, co-operatively and in partnership, and to encourage greater sharing of knowledge and expertise.

## 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 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.

The following terms of office were agreed by the board in 2016:

- A maximum of two three-year terms for the Chair, i.e. a total of six years, plus any part year if joining during the year. Once his/her term of office expires, the Chair cannot re-stand as a trustee and will therefore leave the board
- A three-year term for the Vice Chair/s with a maximum of two cycles, being a total of six years plus any part year if joining during the year. The Vice Chair/s could then re-stand as trustees and remain on the board, if they so wished, subject to the overall maximum term of office applying
- A three-year term for the Treasurer with a maximum of two cycles being a total of six years plus any part year if joining during the year. The Treasurer could then re-stand as a trustee and remain on the board if they so wished, subject to the overall maximum term of office applying
- A maximum nine-year term to be applied to existing trustees with effect from the AGM in 2017; however, an allowance was provided for any affected trustees to remain for an additional year, if they wished, as a transition. Any new trustees joining the board will be subject to a maximum service of nine years.

### Board assessment

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

### Charity Governance Code

The board have agreed, in principle, to apply the new Charity Governance Code, published in July 2017, and are carrying out a review of governance which will identify where changes may be necessary.

### Organisational structure

The trustees direct the affairs of Plunkett Foundation, which was managed on a day-to-day basis by General Manager, James Alcock in 2017. The names of trustees who served during the year are listed at the beginning of this report.

### Risk management

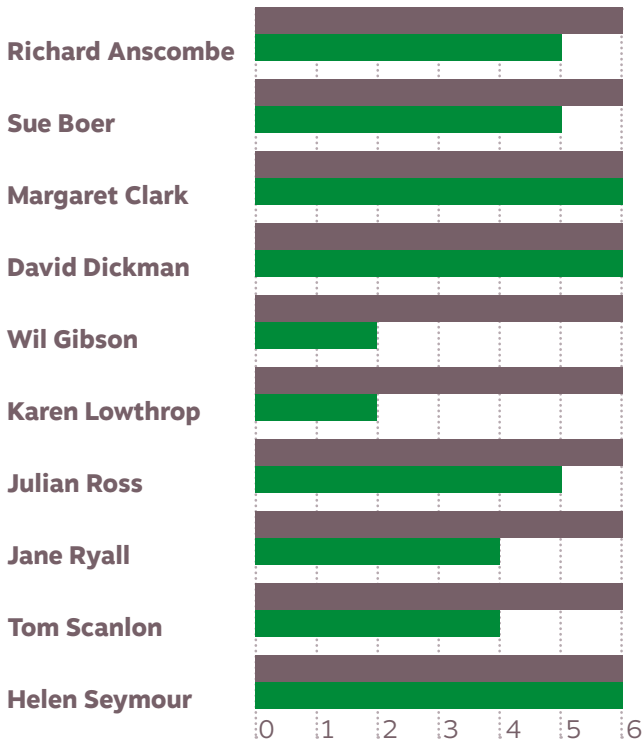
The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.



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

■ Number of scheduled meetings  
■ Number attended



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: 3 May 2018

**Margaret Clark**  
Chair

# Major projects of 2017

## More Than A Pub

The 'More Than A Pub' programme launched in March 2016 and is funded jointly by Power to Change Trust and the Ministry of Housing, Communities and Local Government. £3.85 million has been provided over a two year period to fund end to end support to grow the community pub sector.

The programme encourages communities to explore the added services they can offer when taking ownership of their pub.



## The Prince's Countryside Fund

The Prince's Countryside Fund project was launched in February 2016 and will fund £150,000 over a three year period.

The project aims to create a strategic partnership and provide core support to the rural communities Plunkett supports at every stage of their journey.







### **Making Local Woods Work**

Making Local Woods Work is a partnership project funded by the Big Lottery Fund focused on improving confidence and capacity within woodland social enterprises across the UK.

Social enterprises can facilitate strong connections between communities and woodlands, addressing local development priorities whilst delivering environmental benefits through active woodland management.



### **Rural Community Co-operatives**

'Rural Community Co-operatives' was launched as a new support programme in January 2016, and will be funded by Esmée Fairbairn Foundation for four years.

The project underpins Plunkett's strategy to grow the rural community business sector and funds a number of our awareness raising activities including events, communication activities, and partnership building.

# Independent Auditor's Report

## to the Members and Trustees of Plunkett Foundation

### Opinion

We have audited the financial statements of Plunkett Foundation (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2017 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, 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 (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 charitable 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.

In our opinion:

- the financial statements give a true and fair view of the state of the Group's and Parent Charitable Company's affairs as at 31 December 2017 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.

### 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 charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of



accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## 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.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of the audit:

- 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
- the directors' report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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 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.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 9], the trustees (who are also the 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, 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 charitable company'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 charitable company 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 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Charities Act 2011 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**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: 15 June 2018

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 2017

	Notes	Unrestricted funds £	Restricted funds £	2017 Total funds £	2016 Total funds £
<b>Income &amp; Endowments from:</b>					
Donations and Legacies	3	53,405	—	<b>53,405</b>	56,789
Investment income	4	46,584	1,026	<b>47,610</b>	42,550
Charitable activities	5	530,434	994,308	<b>1,524,742</b>	1,121,305
<b>Total income</b>		<b>630,423</b>	<b>995,334</b>	<b>1,625,757</b>	<b>1,220,644</b>
<b>Expenditure on:</b>					
Charitable activities	6	492,932	994,308	<b>1,487,240</b>	1,425,117
Other	7	8,300	—	<b>8,300</b>	8,850
<b>Total expenditure</b>		<b>501,232</b>	<b>994,308</b>	<b>1,495,540</b>	<b>1,433,967</b>
<b>Net income/(expenditure) before gains/(losses) on investments</b>		<b>129,191</b>	<b>1,026</b>	<b>130,217</b>	<b>(213,323)</b>
Net gains/(losses) on investments		2,980	—	<b>2,980</b>	(5,721)
<b>Net income/(expenditure)</b>		<b>132,171</b>	<b>1,026</b>	<b>133,197</b>	<b>(219,044)</b>
Transfers between funds		—	—	—	—
<b>Net income/(expenditure) for the year</b>		<b>132,171</b>	<b>1,026</b>	<b>133,197</b>	<b>(219,044)</b>
<b>Other recognised gains/(losses)</b>					
Gains/(losses) on revaluation of listed investments		122,138	—	<b>122,138</b>	117,946
<b>Net movements in funds</b>		<b>254,309</b>	<b>1,026</b>	<b>255,335</b>	<b>(101,098)</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>667,069</b>	<b>35,588</b>	<b>702,657</b>	<b>803,755</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>921,378</b>	<b>36,614</b>	<b>957,992</b>	<b>702,657</b>

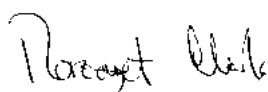
# Group Balance Sheet

## at 31 December 2017

	Notes	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
<b>FIXED ASSETS</b>					
Intangible assets		—	—	—	—
Tangible assets	12	6,442	10,490	6,442	10,490
Investments	13	1,464,215	1,306,362	1,464,218	1,306,365
		<b>1,470,657</b>	1,316,852	<b>1,470,660</b>	1,316,855
<b>CURRENT ASSETS</b>					
Stocks		200	200	200	200
Debtors	14	115,996	72,974	115,869	72,847
Cash at bank		109,246	70,393	109,046	70,193
		<b>225,442</b>	143,567	<b>225,115</b>	143,240
<b>CREDITORS</b>					
Amounts falling due within one year	15	(738,107)	(757,762)	(737,657)	(757,312)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>					
		<b>(512,665)</b>	(614,195)	<b>(512,542)</b>	(614,072)
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<b>957,992</b>	702,657	<b>958,118</b>	702,783
<b>TOTAL NET ASSETS</b>					
		<b>957,992</b>	702,657	<b>958,118</b>	702,783
<b>FUNDS</b>					
	18				
Unrestricted funds		921,378	667,069	921,504	667,195
Restricted funds		36,614	35,588	36,614	35,588
<b>TOTAL CHARITY FUNDS</b>					
		<b>957,992</b>	702,657	<b>958,118</b>	702,783

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 3 May 2018 and were signed on its behalf by:



**Margaret Clark**  
Chair



# Statement of Cash Flows

at 31 December 2017

	Notes	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
<b>Cash flows from operating activities</b>					
Net cash provided by/(used in) operating activities	21	<b>26,086</b>	19,003	<b>26,086</b>	19,003
<b>Cash flows from investing activities:</b>					
Dividends, interest and rents from investments		<b>47,610</b>	42,550	<b>47,610</b>	42,550
Proceeds from the sale of property, plant and equipment		—	—	—	—
Purchase of property, plant and equipment		<b>(1,466)</b>	(3,539)	<b>(1,466)</b>	(3,539)
Proceeds from sale of investments		<b>100,307</b>	50,167	<b>100,307</b>	50,167
Purchase of investments		<b>(97,761)</b>	(65,402)	<b>(97,761)</b>	(65,402)
<b>Net cash provided by/(used in) investing activities</b>		<b>(642)</b>	(32)	<b>(642)</b>	(32)
<b>Net cash provided by/(used in) financing activities</b>		—	—	—	—
<b>Change in cash and cash equivalents in the reporting period</b>		<b>74,134</b>	42,747	<b>74,134</b>	42,747
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<b>75,643</b>	32,896	<b>75,443</b>	32,696
<b>Change in cash and cash equivalents due to exchange rate movements</b>		—	—	—	—
<b>Cash and cash equivalents at the end of the reporting period</b>	22	<b>149,777</b>	75,643	<b>149,577</b>	75,443

# Notes to the Financial Statements

for the year ended 31 December 2017

## 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.

The 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).

### 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 preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumption and other sources of estimation

uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year is as follows:

- Grant income received in advance is deferred in order to recognize when the associated project costs have been incurred and the work has been done and in accordance with the terms agreed with the grant provider.

### 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.

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 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.

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.

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 2. Central support costs

	2017 £	2016 £
Staff costs general	<b>383,106</b>	568,308
Central and office costs	<b>73,461</b>	84,995
Depreciation	<b>4,874</b>	7,680
Audit costs	<b>8,300</b>	8,850
Other administrative costs	<b>30,553</b>	29,049
Trustee expenses	<b>8,448</b>	7,436
Financial and professional	<b>15,300</b>	17,380
	<b>524,042</b>	723,698

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 £	2017 Total Funds £	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £
Membership	10,005	—	<b>10,005</b>	14,237	—	14,237
Members enterprise affiliation fees	43,400	—	<b>43,400</b>	42,552	—	42,552
	<b>53,405</b>	—	<b>53,405</b>	56,789	—	56,789

### 4. Investment income

	Unrestricted Funds £	Restricted Funds £	2017 Total Funds £	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £
Interest	—	—	—	—	—	—
Dividends from Invested funds	46,584	1,026	<b>47,610</b>	41,559	991	42,550
	<b>46,584</b>	1,026	<b>47,610</b>	41,559	991	42,550



## Notes to the Financial Statements continued for the year ended 31 December 2017

### 5. Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	2017 Total Funds £	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £
Income from operations	523,167	—	<b>523,167</b>	476,963	—	476,963
Esmée Fairbairn	—	42,850	<b>42,850</b>	—	111,712	111,712
Ashley Family Foundation	—	—	—	—	10,000	10,000
Prince's Countryside Fund	—	47,024	<b>47,024</b>	—	45,833	45,833
Power to Change	—	300,562	<b>300,562</b>	—	45,519	45,519
Big Lottery Fund:						
Making Local Woods Work	—	402,637	<b>402,637</b>	—	203,632	203,632
DCLG: More Than A Pub	—	201,235	<b>201,235</b>	—	221,263	221,263
Sponsorship and events	7,267	—	<b>7,267</b>	6,383	—	6,383
	<b>530,434</b>	<b>994,308</b>	<b>1,524,742</b>	<b>483,346</b>	<b>637,959</b>	<b>1,121,305</b>

At the year end the Charity held £359 relating to outstanding bursary grants payable from income of £15,000 received in 2015 from the Greater London Authority. The income and expenditure is not shown in the Charity's Statement of Financial Activities.

At the year end the Charity held £194,450 relating to outstanding bursary grants payable from income of £421,850 received from Power to Change. The income and expenditure is not shown in the Charity's Statement of Financial Activities.

### 6. Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	2017 Total Funds £	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £
Operational expenditure	492,932	862,791	<b>1,355,723</b>	787,158	487,491	1,274,649
Bursary Grants paid	—	131,517	<b>131,517</b>	—	150,468	150,468
	<b>492,932</b>	<b>994,308</b>	<b>1,487,240</b>	<b>787,158</b>	<b>637,959</b>	<b>1,425,117</b>

### 7. Other costs

	2017 Total Funds £	2016 Total Funds £
Audit Fees	<b>8,300</b>	8,850

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 8. Net incoming/(outgoing) resources

Net resources are stated after charging/(crediting):	<b>2017</b>	2016
	£	£
Amortisation of Goodwill	—	—
Depreciation – owned assets	<b>4,874</b>	7,680
Auditors' remuneration – Audit	<b>8,300</b>	8,850

### 9. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2017 nor for the year ended 31 December 2016.

#### Trustees' expenses

Trustees receive travel expenses for meeting attendance during the year. A total of £8,448 was so paid this year (2016 - £7,436).

### 10. Staff costs

Staff costs were as follows:	<b>2017</b>	2016
	£	£
Salaries and wages	<b>409,095</b>	540,738
Social security costs	<b>37,022</b>	52,783
Pension costs	<b>19,748</b>	22,265
Redundancy and termination payments	<b>31,438</b>	—
	<b>497,303</b>	615,786

At the end of 2016 and early 2017, the Board of Trustees undertook a restructuring of the senior management team. The costs associated with implementing the agreed changes are shown above. Overall the restructuring and the cost savings achieved contributed to a significant improvement in financial performance for the year.

The average monthly number of employees during the year was as follows:	<b>2017</b>	2016
Professional	<b>11</b>	12
Administrative	<b>2</b>	2
	<b>13</b>	14

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. There were no employees who received employee benefits excluding (employer pension costs) of more than £60,000

The number of higher paid employees was:	<b>2017</b>	2016
	Number	Number
Taxable emoluments band:		
£35,000 - £41,000	<b>3</b>	3
£70,000 - £80,000	—	1

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 11. Intangible fixed assets

	Goodwill £
<b>COST</b>	
At 1 January 2017 & 31 December 2017	123
<b>AMORTISATION</b>	
At 1 January 2017 & 31 December 2017	123
<b>NET BOOK VALUE</b>	
<b>At 31 December 2017</b>	—
At 31 December 2016	—

### 12. Tangible fixed assets – Group and Charity

	Office Equipment £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1 January 2017	23,784	33,154	106,499	<b>163,437</b>
Additions	—	—	1,466	<b>1,466</b>
Disposals	—	(1,008)	(30,355)	<b>(31,363)</b>
<b>At 31 December 2017</b>	<b>23,784</b>	<b>32,146</b>	<b>77,610</b>	<b>133,540</b>
<b>DEPRECIATION</b>				
At 1 January 2017	23,784	29,712	99,451	<b>152,947</b>
Charge for year	—	928	3,946	<b>4,874</b>
On Disposals	—	(1,008)	(29,715)	<b>(30,723)</b>
<b>At 31 December 2017</b>	<b>23,784</b>	<b>29,632</b>	<b>73,682</b>	<b>127,098</b>
<b>NET BOOK VALUE</b>				
<b>At 31 December 2017</b>	<b>—</b>	<b>2,514</b>	<b>3,928</b>	<b>6,442</b>
At 31 December 2016	—	3,442	7,048	10,490

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 13. Fixed Asset investments – Group

	Listed investments £	Unlisted investments £	Cash and settlements pending £	Totals £
<b>FAIR VALUE</b>				
At 1 January 2017	1,300,615	497	5,250	<b>1,306,362</b>
Additions to investment at cost	97,761	—	—	<b>97,761</b>
Disposals at carrying value	(97,327)	—	—	<b>(97,327)</b>
Unrealised gains/(loss)	122,138	—	—	<b>122,138</b>
Transfer from/(to) general funds	—	—	35,281	<b>35,281</b>
At 31 December 2017	<u>1,423,187</u>	<u>497</u>	<u>40,531</u>	<u><b>1,464,215</b></u>
<b>NET BOOK VALUE</b>				
At 31 December 2017	<u><b>1,423,187</b></u>	<u><b>497</b></u>	<u><b>40,531</b></u>	<u><b>1,464,215</b></u>
At 31 December 2016	<u>1,300,615</u>	<u>497</u>	<u>5,250</u>	<u>1,306,362</u>

All quoted investments are listed UK securities. The historic cost of investments is £1,040,481.

### Fixed Asset investments – Charity

The Fixed Asset investments of the charity total £1,040,483 (2016: £1,306,365), 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:	% holding
Ordinary	100

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Aggregate capital and reserves	<u><b>3</b></u>	<u><b>3</b></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.



## Notes to the Financial Statements continued for the year ended 31 December 2017

### 14. Debtors: amounts falling due within one year

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Trade debtors	61,684	52,873	61,684	52,873
Other debtors	19,264	19,501	19,137	19,374
Work in Progress	35,048	600	35,048	600
	<b>115,996</b>	72,974	<b>115,869</b>	72,847

### 15. Creditors: amounts falling due within one year

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Trade creditors	122,493	66,672	122,043	66,222
Taxation and social security	16,395	20,082	16,395	20,082
Accruals & deferred income	581,783	485,189	581,783	485,189
Other creditors	17,436	185,819	17,436	185,819
	<b>738,107</b>	757,762	<b>737,657</b>	757,312

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 £359 (2016: £359) The balance is excluded from the above figures and the bank balance held at the year end.

The Charity acts as an intermediary agent for Power to Change, making payments of grants to selected local enterprises. At the year end funds held in respect of these bursary grants was £194,450 (2016: £278,150). The balance is excluded from the above figures and the bank balance held at the year end.

Other creditors includes £17,436 (2016: £185,819) in respect of grant monies held in lieu of distribution to other bodies.

Accruals and deferred income includes £430,324 (2016: £373,887) of income which relates to projects.

	<b>£</b>
At 1 January 2017	373,887
Released in 2017	(155,451)
Income deferred in 2017	211,888
<b>At 31 December 2017</b>	<b>430,324</b>

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 16. Commitments under operating leases

At 31 December 2017 the charity has annual commitments under non-cancellable operating leases as set out below:-

	Land & Buildings 2017	Land & Buildings 2016
<b>Operating leases which expire</b>		
Within 1 year	—	—
Within 2-5 years	38,774	38,774
After more than 5 years	—	—
	<b>38,774</b>	<b>38,774</b>

### 17. Movement in funds - Group

	At 01.01.17 £	Net movement in funds (before tfrs) £	Transfers between funds £	At 31.12.17 £
<b>Unrestricted funds</b>				
Foundation	350,000	—	—	350,000
Development	246,903	—	—	246,903
Knowledge Development	10,000	—	—	10,000
Revenue	(698)	254,309	—	253,611
Rural Revival Poland	10,876	—	—	10,876
Library Development	49,988	—	—	49,988
	<b>667,069</b>	<b>254,309</b>	<b>—</b>	<b>921,378</b>
<b>Restricted funds</b>				
John Morley Bursary Fund	30,667	1,026	—	31,693
Big Lottery Fund Grant	4,921	—	—	4,921
Esmée Fairbairn Urban Shops Fund	—	—	—	—
Prince's Countryside Fund	—	—	—	—
Power to Change Trust	—	—	—	—
Big Lottery Fund: Making Local Woods Work	—	—	—	—
DCLG/P2C: More Than A Pub	—	—	—	—
	<b>35,588</b>	<b>1,026</b>	<b>—</b>	<b>36,614</b>
<b>TOTAL FUNDS</b>	<b>702,657</b>	<b>255,335</b>	<b>—</b>	<b>957,992</b>

## Notes to the Financial Statements continued for the year ended 31 December 2017

### 17. Movement in funds - Group (continued)

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

	Income £	Expenditure £	Transfers between funds £	Gains and Losses £	Movement in funds £
<b>Unrestricted funds</b>					
Foundation	—	—	—	—	—
Development	—	—	—	—	—
Knowledge Development	—	—	—	—	—
Revenue	630,423	(501,232)	—	125,118	254,309
Rural Revival Poland	—	—	—	—	—
Library Development	—	—	—	—	—
	<b>630,423</b>	<b>(501,232)</b>	<b>—</b>	<b>125,118</b>	<b>254,309</b>
<b>Restricted funds</b>					
John Morley Bursary Fund	1,026	—	—	—	1,026
Big Lottery Fund Grant	—	—	—	—	—
Esmée Fairbairn Urban Shops Fund	42,850	(42,850)	—	—	—
Prince's Countryside Fund	47,024	(47,024)	—	—	—
Power to Change Trust	300,562	(300,562)	—	—	—
Big Lottery Fund:					
Making Local Woods Work	402,637	(402,637)	—	—	—
DCLG/P2C: More Than A Pub	201,235	(201,235)	—	—	—
	<b>995,334</b>	<b>(994,308)</b>	<b>—</b>	<b>—</b>	<b>1,026</b>
<b>TOTAL FUNDS MOVEMENT</b>	<b>1,625,757</b>	<b>(1,495,540)</b>	<b>—</b>	<b>125,118</b>	<b>255,335</b>

## Notes to the Financial Statements continued for the year ended 31 December 2017

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 Esmée Fairbairn Urban Shops Fund represents monies received from the Esmée Fairbairn Foundation in relation to grant awards to support community shops setting up in urban locations throughout the UK.

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.

The Power to Change Fund represents monies received from Power to Change in relation to four separate areas of work: developing a pubs membership network; addressing health and wellbeing challenges in rural communities; enabling peer-to-peer networking amongst community businesses; and the production of the Better Business Reports.

The Making Local Woods Work fund represents monies received from Big Lottery in relation to work to help support and grow woodland-based social enterprises across the UK. Income excludes deferred income of £328,142 at 31 December 2017 (2016: £235,575), being receipts in advance of project work to be completed after the year end. This is included in Note 15 to the Financial Statements.

The More than a Pub Fund represents monies received jointly from Ministry for Housing, Communities and Local Government and Power to Change to help support community groups looking to take ownership of their local pub.



## Notes to the Financial Statements continued for the year ended 31 December 2017

### 18. Analysis of net assets between funds - Group

	Intangible/ Tangible Fixed Assets £	Investments £	Net Current Assets £	Total £
<b>Unrestricted funds</b>				
Foundation	—	350,000	—	<b>350,000</b>
Development	—	246,903	—	<b>246,903</b>
Knowledge Development	—	10,000	—	<b>10,000</b>
Revenue	6,442	764,755	(517,586)	<b>253,611</b>
Rural Revival Poland	—	10,876	—	<b>10,876</b>
Library Development	—	49,988	—	<b>49,988</b>
	6,442	1,432,522	(517,586)	<b>921,378</b>
<b>Restricted funds</b>				
John Morley Bursary Fund	—	31,693	—	<b>31,693</b>
Big Lottery Fund Grant	—	—	4,921	<b>4,921</b>
Esmée Fairbairn Urban Shops Fund	—	—	—	—
Prince's Countryside Fund	—	—	—	—
Power to Change Trust	—	—	—	—
Big Lottery Fund: Making Local Woods Work	—	—	—	—
DCLG/P2C: More Than A Pub	—	—	—	—
	—	31,693	4,921	<b>36,614</b>
<b>TOTAL FUNDS</b>	6,442	1,464,215	(512,665)	<b>957,992</b>

### 19. Related party transactions

The charity paid £652 to, one of the trustees, in respect of consultancy services (2016: £1,132). 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 continued for the year ended 31 December 2017

### 21. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2017 £
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>255,335</b>	(101,098)	<b>255,335</b>	(101,098)
<b>Adjustments for:</b>				
Depreciation charges	4,874	7,680	4,874	7,680
(Gains)/losses on investments	(125,118)	(112,225)	(125,118)	(112,225)
Dividends, interest and rents from investments	(47,610)	(42,550)	(47,610)	(42,550)
Interest paid	642	31	642	31
Loss/(profit) on the sale of fixed assets	640	—	640	—
(Increase)/decrease in stocks	—	—	—	—
(Increase)/decrease in debtors	(43,022)	58,412	(43,022)	58,412
Increase/(decrease) in creditors	(19,655)	208,753	(19,655)	208,753
	<b>26,086</b>	19,003	<b>26,086</b>	19,003

### 22. Analysis of cash and cash equivalents

	Group 2017 £	Group 2016 £	Charity 2017 £	Charity 2016 £
Cash in hand	109,246	70,393	109,046	70,193
Notice deposits	40,531	5,250	40,531	5,250
	<b>149,777</b>	75,643	<b>149,577</b>	75,443

# Trustees, Members, Fellows and Staff

## Trustees

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

The following trustees served during 2017:

**Richard Anscombe**

**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

\* Stepped down during the year

\*\* Independent Monitoring Committee

## Fellows

**David Button**

**Quintin Fox**

**Richard Moreton**

**Prof. Dr Hans-H Muenkner**

**Edgar Parnell**

**The Lord Plumb, DL**

**Dr Rita Rhodes**

**Kate Targett**

**John Tyrrell**

## Members

At the end of 2017, Plunkett Foundation had 420 members, 77 of which were individuals, 82 were organisations and 261 were community business members. 5 of these members were based outside of the UK.

## Staff

The following were employed during 2017:

**James Alcock**

General Manager

**Tasha Bevan**

Frontline Co-ordinator

**Peter Couchman\***

Chief Executive

**Norman Dandy**

Project Manager –  
Making Local Woods Work

**Katherine Darling\***

Press and Communications  
Manager

**Maurice Edgington**

Senior Finance Officer

**Harriet English**

Head of Engagement

**Aimée Evans**

Frontline Project Officer

**Monica Ferguson (née Dolan)**

Projects Manager

**Nicole Hamilton**

Head of Frontline

**Sarah Horth\***

Events Co-ordinator

**Megan McFarlane**

Project Support Co-ordinator –  
Making Local Woods Work

**Kathryn Morrison**

Company Secretary

**Jonathan Payne\***

Information Officer

**Liz Pearce**

Project Administrator

**Ashley Sellwood**

Communications and  
Marketing Officer

**Donna Smith**

Frontline Manager

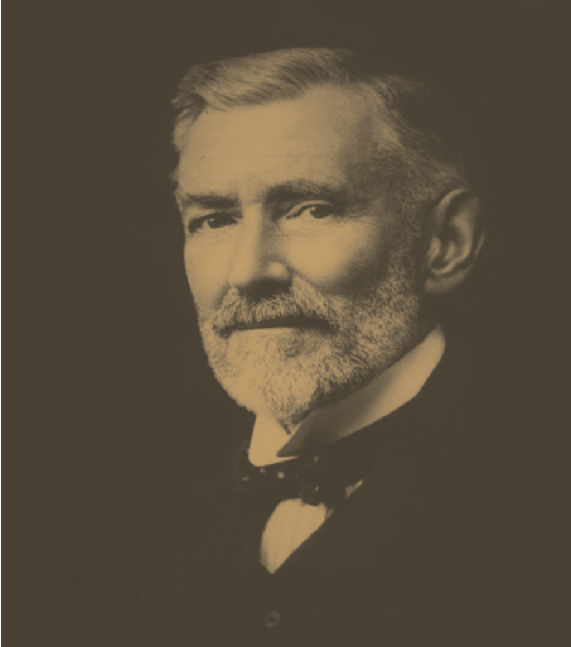
**Sarah Taylor**

Events and Projects Officer

**Emma Wilberforce**

Engagement Manager

\* Left during the year



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Woodstock  
OX20 1LH**

**01993 810730**

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.



## About the Plunkett Foundation

The Plunkett Foundation helps rural communities UK-wide to tackle the issues they face, through promoting and supporting community business. Community businesses are enterprises that are owned and run democratically by members of the community and others, on behalf of the community. They come in many forms, including shops, pubs, woodlands and anything which lends itself to community ownership. In addition to developing and safeguarding valuable assets and services, community businesses address a range of issues including isolation, loneliness, wellbeing, work and training.

**If you share our values, ask us about becoming a member**

### Follow us

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