



REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

for the year ended 31 December 2021

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Front cover photograph: Food project, Vibol Moeung.

HIGHLIGHTS DURING 2021

Number of community businesses
trading by end of 2021



413 community shops



147 community pubs



103 land based businesses
including community farms and woodlands



172 other community businesses
including bakeries, bookshops and breweries

3,000
FTE positions

**total number of jobs
supported**

18,000

**vulnerable people
supported by
community businesses**

25,000

**total number of
volunteers**

27

**new community
businesses opened
with support from
Plunkett Foundation**

529

**groups contacting
Plunkett Foundation
for support in 2021**

557

total members

325,000

**people benefited
from groups supported
by Plunkett Foundation**

49

**new groups set up as
Community Benefit
Societies**

CHAIR'S FOREWORD



2021 was a year of continued change. We started to emerge from COVID-19, but entered the cost of living crisis that is particularly hard hitting in rural areas. Plunkett continued to field large volumes of enquiries and deliver high levels of support to the community business sector. In spite of the challenges, the sector continues to grow in size and prominence.

It has been a busy year. Despite the disruption of the pandemic, interest in starting a new community business has grown by 26% over the last two years with 529 groups contacting Plunkett Foundation for advice in 2021. From these enquiries, 215 different community business projects benefitted from 344 days of expert advisory support last year. This high demand is very positive and in line with our strategic ambitions to grow the sector, but occurred at a time when a number of our major projects came to a close, and our capacity to respond was stretched.

We are therefore incredibly grateful to our long-term project funders, and to those who commenced new project contracts with us in 2021. These helped us resource the vital support we gave. Our ability to respond to demand was also aided by new ways of funding our services, including: growing membership income; the creation of corporate partnerships, including sponsorship and consultancy opportunities; new community fundraising initiatives such as Walk for Plunkett; and the facilitation of training events and webinars.

COVID-19 and the UK's exit from the European Union contributed to another challenging year for our members. They experienced delays and shortages in supply chains, loss of staff and volunteers and restrictions on trading capacity. I am incredibly proud of our network of community businesses, which stepped up to both maintain core services and take on a broader range of services and community activities which the public and private sectors could not maintain. The remarkable achievement of 27 new community businesses opening during the year with not a single permanent closure is testament to the resilience and spirit of the community business model.

Plunkett pushed for key changes with UK Government and the Devolved Administrations on behalf of rural community businesses. We continued regular liaison with the Department for Environment, Food and Rural Affairs and the Department for Levelling Up, Housing and Communities, and strongly advocated on issues affecting our members such as access to the supply chain, strengthening community rights, and ensuring fair access to funding. With Power to Change, Co-operatives UK and Locality, Plunkett continued to seek greater community accountability in the UK Shared Prosperity Fund and I was delighted to see our calls for a Community Ownership Fund come to fruition with its launch in the Spring of 2021. Our activities and those of our members were widely covered in local, national and international media, including radio, print, online and television - with items on BBC television and in The Sunday Times, The Mirror and The Sun amongst others. This coverage raised awareness of the community business model and the support available from Plunkett and partners.

Despite the impact of COVID-19, and the close of some of our major programmes, Plunkett's 2021 financial performance was broadly in line with expectations and resulted in an operational loss of £84,000. In my view, this represents an excellent performance in the circumstances. The Trustees have been prepared to tolerate a second year of deficit on the basis of our strong reserves and our business strategy objective to 'break even' over the new strategy period to 2026.

As we look towards the future, I anticipate the impacts from COVID-19 and the more recent events in Ukraine to continue having significant repercussions on people living in rural areas especially around the cost of living. Community businesses, therefore, will continue to play an important role in support of those most affected.

Although economic events are challenging, the direction of travel of policy is very encouraging for our sector. The much heralded Levelling Up White Paper published in early 2022 is supportive of community ownership and the importance of pride of place in communities. Plunkett will continue to promote the difference community businesses make to "levelling up" the lives of those who live in rural areas.



I am delighted we are launching our new strategy for the period 2022 to 2026. The strategy has been over a year in gestation and addresses future challenges and opportunities. It represents evolution not revolution, picking up the changed operating environment for community businesses and learning from what has worked well over the last five years. In a nutshell, it is about: growing the community business sector; spreading the sector more widely; and increasing impact from community businesses. The strategy places Plunkett's members centre stage and sets out the challenge of really building up community businesses as a movement of like-minded individuals and businesses. I see this on the ground in the generosity with which those involved in existing community business will give of their time to new starters.

We saw a number of staff changes in 2021. After many years of great service, Maurice Edgington retired as Senior Finance Officer and has been replaced by Lewis Bowman, Head of Finance. Claire Spendley was promoted to become Head of Community Business and is leading the charge in improving and focusing our membership offer in particular. The dedicated staff team, led so ably by James Alcock, works tirelessly for Plunkett, its members and the whole sector. It has been great to see the team return to the office to maximise their collaboration and creativity.

Finally, I must thank my fellow Trustees, past and present, who dedicate an amazing amount of their time supporting the organisation and helping steer and guide it.

I look forward to the future with the Plunkett Foundation as we enter our new strategy period.

A handwritten signature in black ink that reads 'Stephen Nicol'.

Stephen Nicol

Chair of the Plunkett Foundation

REPORT OF THE TRUSTEES

for the year ended 31 December 2021



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 2021. 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 2019)

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

Helen Aldis
(Vice Chair)
(Chair of Audit and Risk Committee)

Sue Boer

Chris Coe
(Treasurer)

Martin Collett
(Chair of Governance and
Nominations Committee)

Rachel Marshall
(elected 9th September 2020)
(retired August 2021)

Professor Ruth McAreevey
(co-opted by the Board on 4
November 2021)*

Stephen Nicol
(Chair)

Julian Ross
(Vice Chair)

Adrian Smith OBE
(co-opted by the Board on 15
December 2021)*

**Co-opted trustees are appointed to bring additional skills and expertise to the Board but have no formal role or voting rights until proposed and elected by members at an AGM.*

Auditor

Critchleys Audit LLP
Beaver House
23-38 Hythe Bridge St
Oxford
OX1 2EP

Investment Advisors

JM Finn & Co Ltd
25 Copthall Avenue
London
EC2R 7AH

Solicitors

Anthony Collins Solicitors
134 Edmund Street
Birmingham
B3 2ES

Bankers

The Co-operative Bank
PO Box 250
Skelmersdale
WN8 6WT

Objectives, activities and achievements

Plunkett Foundation's objective is to achieve **our vision** for resilient, thriving and inclusive rural communities throughout the UK. Working to achieve this, we support people in rural areas to set up and run community owned businesses. These are businesses genuinely owned and run democratically by members of their local community for the benefit of the local community, from shops and pubs through to woodlands, farms and fisheries.

Additionally, our mission is to work with community owned businesses to create innovative, impactful and inclusive spaces. In particular, we help realise the potential for community businesses to:

- Provide a wider range of services and amenities that communities value and need
- Stimulate the local economy through localised supply chains
- Boost opportunities for employment, training and volunteering
- Offset climate change through commitment to zero carbon values and initiatives
- Harness digital technologies to enhance business performance
- Promote diversity and inclusion by creating a safe and welcoming space for all.

In practical terms, **our activities** include raising awareness of the community business model UK-wide and providing business support and training to help these businesses start-up and go on to thrive. As a membership organisation, we also seek to represent the interests of rural community businesses through research, policy and public affairs.

Our achievements are measured in numerous quantitative and qualitative ways and formally through a set of Key Performance Indicators. Amongst these, is a measure relating to the growth of the rural community business sector. As of the end of 2021, we were proud to represent the interests of approximately 1,150 rural community businesses from all parts of the UK – 700 that we have helped to establish and just over 450 in the process of setting up.

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.

We are seeking to review and update these charitable objectives in 2022 with an aim to more fully represent the breadth of our charitable activities.

Significant activities and achievements

Charitable activities

Thanks to the continued generosity of our members and funders (new and existing), we were able to support rural communities to increase their resilience, thrive and become more inclusive. We achieved this by supporting them to set up and run businesses in community ownership, which in turn:

- Safeguards services and amenities for the long-term
- Stimulates the local economy through localised supply chains
- Boosts opportunities for employment, training and volunteering
- Offsets climate change through commitment to zero carbon values and initiatives
- Promotes diversity and inclusion by creating a safe and welcoming space for all.

REPORT OF THE TRUSTEES continued

for the year ended 31 December 2021

Significant activities

Our significant activities include:

Operating a comprehensive, UK-wide advice line

We remain unique in providing a free of charge advice line for communities throughout the UK who are seeking guidance on setting up or running community businesses. In 2021, around 530 enquiries were made by phone or email from communities throughout the UK seeking help and advice relating to setting up a new community business or seeking advice and support from existing community businesses. Of these enquiries, 215 received further and more specialist advice and support from the many projects we operate or, in fewer cases, were signposted to alternative partner organisations.

Hosting a series of tools and resources

We create and publish a wide range of practical tools, resources and case studies that help communities set up and run community businesses. These range from start-up guides to themed guidance on matters, such as business planning or marketing. At the close of 2021, we adopted Keep it in the Community from Power to Change. This is an online directory of all Assets of Community Value (ACVs) that are currently registered in England. The directory helps people take their first steps towards community ownership, by accessing information about ACVs in their local area and signposting them to listed assets and appropriate support.



Delivering practical business support and training to community businesses

In 2021, 344 days of business support were provided to 215 communities potentially benefiting over 500,000 individuals. A further 100 training events and membership meetings took place benefiting 743 representatives of community businesses. We advise on a wide range of topics including: community engagement and consultation; communications and marketing, choosing or updating a legal structure; business planning, raising finance (especially through community shares); managing staff and volunteers; growing the organisation's impact; good governance; risk mitigation and management and much more. Support is provided by our specialist staff and a team of over 50 self-employed advisers and mentors who are located throughout the UK. As pandemic restrictions lifted, we saw a gradual return to advice being provided in person (as opposed to video conferencing), and experienced a particular rise in demand from communities in the devolved nations, and from communities seeking to save their local pub.

Registering Model Rules for Community Benefit Societies and related governance support

The majority of community businesses are registered as Community Benefit Societies, regulated by the Financial Conduct Authority. Plunkett has developed its own Model Rules for this legal structure, and in 2021, registered 49 new societies with the Financial Conduct Authority and supported with related advice. The Model Rules were reviewed and updated in 2021 including registering a Welsh language version with the FCA.

Business Appraisal Tool

Our health-check tool has been redeveloped and relaunched as an online self-appraisal tool and is regularly used by community businesses to assess their ongoing viability and identify opportunities to strengthen their business both in terms of social impact and financial resilience. By far the most common areas identified for improvement were financial management procedures along with small-scale business improvement initiatives such as extensions, new equipment and diversification of services.

Managing and delivering projects

Traditionally, the majority of our practical support is funded through delivering thematic projects and programmes. Plunkett is an experienced project manager and works with many well-regarded Trusts and Foundations who value the work we do. We continued operating UK programmes such as those funded by Esmée Fairbairn Foundation and Dulverton Trust, as well as country and regional specific programmes such as a contract with Co-operative Development Scotland (CDS) and in the East of England a project funded by Denbury Charitable Fund (formerly Hopkins Homes). 2021 was the final year of our highly successful More than a Pub programme that has supported over 60 pubs to open in England since 2018.

Community and Corporate Partnerships

We have commenced new partnerships with corporate organisations such as Thakeham Group and Welbeck Land who were seeking to incorporate community owned assets and services into new residential developments, and a range of other corporate organisations who chose to sponsor aspects of our services and activities. We also launched new fundraising initiatives with community businesses such as Walk for Plunkett and bake sales – all of which aim to raise awareness of the community business model, and to help Plunkett generate additional means of raising much needed funding for our service.

Research

In 2021, we had full staff complement for our Information Hub, which collates and make best use of the data and intelligence we hold on the community business sector. During the year, we published our Better Business reports for both Community Shops and Community Pubs and commissioned research on identifying and explaining the geographic cold spots of Plunkett's reach with rural community businesses.

Maintaining membership benefits

Plunkett continues to take great pride in our focus on membership and this has helped to add value to the relationships we have with community businesses, partners and wider stakeholders who share our values. We were delighted to relaunch a community business membership panel in 2021, and we worked with this group to continue growing the benefits package we offer to community businesses and the services we provide.

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

We know that rural communities often struggle for fair representation at a national level, which is why we seek to ensure their voice is heard through dedicated communications, campaigns and via policy influencing activities. We have achieved the latter through participation in alliances such as the Rural Coalition, Rural Insights Forum and Communities Partnership Board, which actively engage with key government departments. We influence positive change by submitting written and oral evidence to relevant committees and consultations and take part in a number of All Party Parliamentary Groups and Cross Party groups in the devolved nations.

Public benefit

We regularly review our aims, objectives and activities to ensure we accomplish what we were established to achieve. This report considers the key activities we undertook in 2021 and reviews their success in supporting the people we were established to support. The Trustees have noted the Charity Commission guidance on public benefit and are confident that Plunkett Foundation's activities are in line with that guidance.

Plunkett Foundation is registered with the Fundraising Regulator. In 2021 Plunkett took the first step towards running its own community fundraising activities to work alongside grant funding, in order to further support its charitable services. A number of fundraising campaigns were held over the year throughout the UK raising nearly £14,000.

REPORT OF THE TRUSTEES continued

for the year ended 31 December 2021

Financial Review

Reserves Policy

The reserves policy is reviewed annually and was last approved in December 2021. This followed a fundamental review of the policy led by the Audit and Risk Committee and approved by the Board of Trustees. The new policy was designed to ensure long term continuity of support for rural community businesses.

The intention of the Reserves Policy is to retain sufficient reserves that, in the event Plunkett Foundation should face serious funding and/or operational challenges, Plunkett will be able to:

1. continue to pay its creditors as they fall due and fulfil all our other obligations;
2. scale back the organisation and activities in a planned and measured way to limit the adverse impact on our beneficiaries whilst we re-organise and reposition the organisation; and
3. allow for a re-launch of Plunkett Foundation to ensure we can continue our important and unique work in and for rural communities into the future.

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:

- Known gaps between operating income and expenditure;
- Major risks and their associated costs;
- Core costs associated with a re-launch of the Foundation.

Applying this new approach, the reserves level for 2022 has been calculated at £849,000 (a reduction from £1,098,160) under the previous policy at the end of 2020.

In the event actual funds exceed this level, The Board will exercise judgment to determine whether to apply them to current expenditure, hold them to meet future obligations in the short term, or use them in programme-related investment.

The Foundation has reserves of approximately £1.4m for the year ended 2021. The Board have agreed to establish a restricted investment fund in 2022 to support the development of a loan fund or similar form of investment to the benefit of rural community businesses. It is our long term intention to invest £500,000 from unrestricted reserves towards this purpose and are taking a cautious approach by allocating £250,000 in 2022. This is owing to the considerable uncertainty in the economy and financial outlook.

Investment Performance

Subject to the requirements of the Charities Act, the Trustees are authorised by the Memorandum of Association to invest the moneys 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.

In 2017, following several years of financial losses and a necessary period of operational consolidation, the Board of Trustees took a decision to strengthen its reserves and, recognising market volatility, the Board's approach to investment risk remains cautious. The investment portfolio continues to be highly diversified with a medium risk profile.

Over the last year, the portfolio generated a total return of +12.1%, out-performing the 70% equities/30% gilts comparator return of +11.3%. Over the same period, the ARC Steady Growth Index returned +12.2% and the FTSE All-Share Index +18.3%, while the FTSE UK Gilt Index lost -5.2%. Over the 16 years to 31st December 2021, we generated a return of +224.8%, whilst the 16 year annualised return stood at +7.6% per annum. All figures total return. At 31st December 2021 the portfolio had a gross income yield 2.2%.

Overall it was a positive period, providing investors with the third calendar year in a row of strong positive returns, in spite of a number of changing market dynamics. Inflation, monetary policy, conflicting economic data and the outbreak of a new COVID variant created a certain amount of volatility within all financial markets. While dividend flows saw some recovery following the pandemic lows, yields are not expected to recover to pre-pandemic levels.

The Board approved the Investment Policy in December 2021, having been reviewed by the Audit and Risk Committee in November 2021. It is next scheduled for review in December 2022.

Our Approach to Pay

We are passionate about what we do, and believe in recruiting appropriately skilled people who are equally passionate about the work of the Foundation. 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. To operate successfully, a wide range of skills and disciplines is required within Plunkett, 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 believe firmly in aiming 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.

In support of this approach to staff retention and the value placed upon Plunkett Foundation's 'staffing asset', a remuneration policy was approved by the Board in December 2019 and is due for review in December 2022. The pay bands are as follows:

■ Administration	£18,200 - £25,883
■ Project and Finance Officers	£25,000 - £31,059
■ Project and Finance Managers	£28,000 - £39,347
■ Senior Management Team	£38,000 - £49,694
■ Chief Executive	£55,000 - £67,295

Plans for future periods

Following a review of our current strategy, we will be launching a new five year strategy in September 2022. The specific objectives over the strategy period are to:

- Grow the rural sector: Helping more rural communities succeed in opening community businesses and ensuring those already trading have the support they need to thrive.
- Extend our reach: Ensuring the community business model is known and there is relevant and accessible support available to rural communities throughout the UK.
- Deepen the sector's impact: Helping all community businesses actively explore and extend the positive social, economic and environmental impacts they produce for people living and working in their communities.
- Strengthen the legal, policy, and support environment for community businesses: Enabling and empowering more local communities to progress community-ownership projects.
- Secure Plunkett's financial sustainability: Ensuring our ongoing ability to continue supporting the wider rural community business movement.

This strategy, together with the supporting business plans and Key Performance Indicators, provide us with a clear focus and aim to target our resources and efforts more efficiently and effectively. Key deliverables during 2022 include:

- Provide a 'universal' community business support service
- Integrate membership into all we do
- Deliver a service of information, policy and communications
- Ensure the effective and efficient operations of the charity.

Underpinning the strategy, is a commitment to work with others, and play a greater leadership role in societal issues such as climate change, mental health, and approaches to equity, diversity and inclusion.

REPORT OF THE TRUSTEES continued

for the year ended 31 December 2021

Structure, governance and management

The Audit and Risk Committee have continued to oversee Plunkett's activities in relation to audit, budgeting and finance, and risk management. The Board formed an additional committee in 2021 – Governance and Nominations which has taken on the remit for overseeing Plunkett Foundation's policy development and management, as well as matters relating to governance and Trustee recruitment.

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.

Relationships with Related Parties

The charity owned the whole of the issued share capital of Plunkett Services Limited. The subsidiary did not trade but owned 100% of the voting shares of Rural Partnerships Limited. Rural Partnerships Limited did not trade. Both companies were dissolved in 2021.

The Charity is listed as having 'significant control' of Community Retailing Network, a company of which Plunkett received a transfer of assets in 2011. This company was dissolved on 22 March 2022.

Recruitment and Appointment of New Trustees

All Trustees are elected at the Annual General Meeting on a one member, one vote basis. Plunkett's Articles of Association allow for new Trustees to be nominated by any existing members within a specified number of days prior to an AGM.

In line with the above procedure detailed in the Articles of Association, the organisation proactively seeks to attract new Trustees in line with its emerging policy on Equity, Diversity and Inclusion, and in line with identified gaps in skills, knowledge and experience of which is reviewed annually. An open Trustee recruitment process is then used, including making adverts available through job boards, websites and social media platforms. Potential Trustees are interviewed, and those deemed to best meet the identified gaps on the Board, are subsequently nominated by a member for election at the AGM, or co-opted for a period of time up to the subsequent AGM at which they are subject to election by the members.

Induction and Training of New Trustees

New Trustees undergo orientation with the Chair and Chief Executive to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the strategy and business plan, the Board and decision-making process, the recent financial performance, and the history of the Foundation. During their induction they meet key employees and visit community businesses in membership of the Foundation. New Trustees have an agreed 6-month induction plan, which also identifies any training needs.

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.

As agreed at the AGM in 2016 and implemented from 2017, in line with good practice, Trustees are limited to serving a maximum nine-year term (i.e. 3 terms of 3 years), unless exceptional circumstances occur.

In addition, the Board has agreed the following terms of office should normally apply for key office-holders:

- 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 should not 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

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. The appraisal process was reviewed and updated in 2021 and implemented in the first quarter of 2022.

An external Governance Review was carried out in 2021 and was based on the NCVO Governance Code Model. This independent review confirmed the organisation:

- 'is a well-run charity operating with a high degree of professionalism and valued within the sector it operates'
- 'is seen as a safe pair of hands consistently delivering on its outcomes'
- 'benefits from a highly skilled board, made up of professionals with a wide range of disciplines and a professional and committed Senior Management Team'
- identified 'a number of models of good practice, not least the total alignment of strategy with operational delivery and monitoring of performance'

■ The review also highlighted the following areas for further review and development:

- progress its approach to embed equity, diversity and inclusion in all aspects of Plunkett's work
- review and raise awareness of Plunkett's safeguarding policy.

Charity Governance Code

The Board have agreed, in principle, to apply the revised Charity Governance Code, published in July 2017, and continue to use this as a benchmark for reviewing and improving the Governance practices of the Foundation.

Organisational Structure

The Trustees direct the affairs of Plunkett Foundation. Management on a day-to-day basis has been delegated to the Chief Executive Officer, James Alcock since 2017, supported by a senior management team. 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 Audit and Risk Committee and the Treasurer meet 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.

The Board commenced a review of Risk Management in 2018 harmonising the approach with the direction of the five year strategy. This approach was reviewed and updated in 2021 in line with guidance set by the Charity Commission. The Senior Management continue to use the risk framework and register, including regular review of risk, in managing the operations of the Foundation. This approach is overseen by the Audit & Risk Committee with regular Highlight Reporting to the Board.

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 charitable company 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.

Following a retendering process, Critchleys Audit LLP were appointed as auditors at the 2021 AGM.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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: 29 June 2022



Stephen Nicol
Chair

INDEPENDENT AUDITOR'S REPORT

to the Trustees of Plunkett Foundation

Opinion

We have audited the financial statements of Plunkett Foundation (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

INDEPENDENT AUDITOR'S REPORT continued

to the Trustees of Plunkett Foundation

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the 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 144 of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our knowledge and experience;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence where applicable; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations; and

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims;
- reviewing relevant correspondence.

There are inherent limitations in our audit procedures described above. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 3 August 2022



Robert Kirtland

(Senior Statutory Auditor)

for and on behalf of Critchleys Audit LLP

Chartered Accountants

Statutory Auditor

Beaver House

23-38 Hythe Bridge Street

Oxford

Oxfordshire

OX1 2EP

Critchleys Audit LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

MAJOR PROJECTS OF 2021

More than a Pub programme success

Plunkett Foundation's flagship programme of support for community-owned pubs in England, funded by Power to Change and the Ministry of Housing, Communities and Local Government, ended successfully in 2021. More than a Pub (MTAP) operated over five years and directly contributed to the opening of 60 new community pubs in England - nearly doubling the size of the sector UK-wide.



Delivered in partnership with social lenders Cooperative and Community Finance and Key Fund, with the support of a steering group which included The British Beer and Pub Association, Campaign for Real Ale, Pub is the Hub, Locality, Cooperative and Mutual Solutions and The Bevy Community Pub, the programme has fundamentally changed the landscape for community-owned pubs. As well as leaving behind a network of established businesses and a myriad of resources it has created a legacy of over 200 projects seeking to be the next generation of community-owned pubs. Together with partners we will continue to provide comprehensive support for new and trading pub groups across the UK.

Collaboration is key to growing the community ownership sector in Scotland

Plunkett is an organisation that works in partnership to deliver the best results for communities. We believe no one organisation can effectively support all community businesses and their diverse needs, and this is particularly true in the devolved nations where our partnerships with national bodies has enabled us to support sector growth in Wales and Scotland.

In Scotland, our ongoing partnership with Cooperative Development Scotland (CDS) and Community Shares Scotland, operating as part of Development Trust Association (DTA) Scotland, has enabled us to deliver jointly-hosted events and promotional resources to support community-owned and co-operative business models in Scotland. Together we have launched the "Making it Easier" website aiming to help groups in Scotland access the best support at the most appropriate time.



Through working so closely with Scottish partners and thanks to other programmes of support, that we manage with the support of Dulverton Trust and Esmée Fairbairn Foundation, we are also able to make sure that groups are supported over a longer period of time.

Community-owned businesses within active places of worship



A very real problem facing community-ownership projects, particularly in rural areas, is the lack of premises from which to trade. Plunkett leads a coalition of organisations campaigning to promote the benefit of community businesses co-locating in places of worship.

There are some fantastic examples of these kind of enterprises with churches hosting village shops, post offices, cafés, libraries and being used for a range of community events. Working alongside the Benefact Trust

Plunkett provides access to free advisory support, a range of resources to support groups wanting to explore this concept in their community and access to grants to help new community businesses to thrive in places of worship.

Around 150 people attended webinars and events, run by Plunkett Foundation about community businesses co-locating in places of worship in 2021. This shows the interest that this model of community business is generating. As well as a church providing a place from which a community business can operate, running costs can be shared, new people encouraged over the threshold and investment in the fabric of a historical building can be secured. Churches have been at the heart of many communities for generations and these new initiatives of multi-service hubs will help to safeguard these well-loved buildings for many years to come.

New partnerships contribute to growing Plunkett's reach and impact

Community businesses are amazingly diverse – from bookshops, breweries and bakeries to farms, woodlands and pubs. Plunkett Foundation believes that community businesses can bring a wealth of positive benefits to any community. We actively engage with a wide variety of supporters and stakeholders, including corporate partners, who can help us achieve our mission for creating innovative, impactful and inclusive spaces. Our relationships with corporate organisations may take the form of sponsorship, sharing our knowledge and learnings, or bespoke consultancy work. Engaging with a range of stakeholders means we can create environments in which community businesses can thrive.

Over the past 2 years we are proud to have been working with Thakeham, a leading housing developer and community creator in the South East. Through working together we are furthering our shared aim of creating vibrant, resilient and sustainable places to live and work. The inclusive nature of community-owned businesses provides an opportunity for new residents to become a part of their community even before they move in. With Plunkett's support, community businesses will be at the heart of Thakeham's developments be that a thriving café, a shop stocked with local food, accessible green spaces or community meeting rooms.



STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income & endowments from:							
Charitable activities	3	505,640	431,935	937,575	569,985	456,130	1,026,115
Investments	4	41,617	–	41,617	44,843	–	44,843
Other income	5	27,052	–	27,052	–	–	–
Total income		574,309	431,935	1,006,244	614,828	456,130	1,070,958
Expenditure on:							
Charitable activities	6	699,251	391,070	1,090,321	633,691	456,130	1,089,821
Net gains/ (losses) on investments	10	171,890	–	171,890	57,240	–	57,240
Net movement in funds		46,948	40,865	87,813	38,377	–	38,377
Fund balances at 1 January 2021		1,316,743	4,921	1,321,664	1,278,365	4,921	1,283,286
Fund balances at 31 December 2021		1,363,691	45,786	1,409,477	1,316,742	4,921	1,321,663

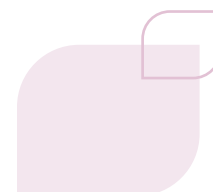
The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BALANCE SHEET

at 31 December 2021



	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	11		42,395		46,832
Investments	12		1,770,811		1,651,697
			1,813,206		1,698,529
Current assets					
Debtors	13	81,773		58,651	
Cash at bank and in hand		99,366		124,827	
		181,139		183,478	
Creditors: amounts falling due within one year	14	(584,868)		(560,344)	
Net current liabilities			(403,729)		(376,866)
Total assets less current liabilities			1,409,477		1,321,663
Income funds					
Restricted funds	16		45,786		4,921
Unrestricted funds					
Designated funds	17	250,000		–	
General unrestricted funds		1,113,691		1,316,742	
			1,363,691		1,316,742
			1,409,477		1,321,663

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 29 June 2022

Stephen Nicol

Trustee

Company registration no. 00213235

STATEMENT OF CASH FLOWS

at 31 December 2021



	Notes	2021 £	2021 £	2020 £	2020 £
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(112,586)		202,732
Investing activities					
Purchase of tangible fixed assets		(5,872)		(40,660)	
Proceeds on disposal of tangible fixed assets				617	
Purchase of other investments		(140,863)		(240,814)	
Proceeds on disposal of other investments		281,595		229,018	
Investment income received		41,617		44,843	
Net cash generated from/(used in) investing activities			176,477		(6,996)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			63,891		195,736
Cash and cash equivalents at beginning of year			146,686		(49,050)
Cash and cash equivalents at end of year			210,577		146,686
Relating to:					
Cash at bank and in hand			99,366		124,827
Cash within investments			111,211		21,859

NOTES TO THE FINANCIAL STATEMENTS



for the year ended 31 December 2021

1. Accounting Policies

Accounting policies

Plunkett Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is The Quadrangle, Banbury Road, Woodstock, Oxfordshire, OX20 1LH.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

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.

Membership income is recognised over the period to which it relates.

NOTES TO THE FINANCIAL STATEMENTS continued

for the year ended 31 December 2021

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	10% on cost
Computer Equipment	33% on cost
Office Equipment	20% on cost or valuation

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2. Critical accounting estimates and judgements

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

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

Key sources of estimation uncertainty

Grant income

Grant income received in advance is deferred in order to recognize income 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.

NOTES TO THE FINANCIAL STATEMENTS continued

for the year ended 31 December 2021

3. Charitable activities

	Charitable Income 2021 £	Restricted Income 2021 £	Total 2021 £	Charitable Income 2020 £	Restricted Income 2020 £	Total 2020 £
Project Income	376,506	431,935	808,441	485,930	456,130	942,060
Sponsorship and events	54,888	–	54,888	21,000	–	21,000
Membership fees	74,246	–	74,246	63,055	–	63,055
	505,640	431,935	937,575	569,985	456,130	1,026,115
Analysis by fund						
Unrestricted funds	505,640	–	505,640	569,985	–	569,985
Restricted funds	–	431,935	431,935	–	456,130	456,130
	505,640	431,935	937,575	569,985	456,130	1,026,115

4. Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Income from listed investments	41,617	44,636
Interest receivable	–	207
	41,617	44,843

5. Other income

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Rental income	8,435	–
Other income	18,617	–
	27,052	–

6. Charitable activities

	Expenditure 2021 £	Expenditure 2020 £
Direct Costs	301,568	407,238
Share of support costs (see note 7)	780,253	673,833
Share of governance costs (see note 7)	8,500	8,750
	1,090,321	1,089,821
Analysis by fund		
Unrestricted funds	699,251	633,691
Restricted funds	391,070	456,130
	1,090,321	1,089,821

7. Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	621,012	–	621,012	523,086	–	523,086
Depreciation	10,308	–	10,308	7,846	–	7,846
Central and office costs	75,556	–	75,556	79,307	–	79,307
Other administrative costs	30,684	–	30,684	37,198	–	37,198
Trustee expenses	7,105	–	7,105	2,031	–	2,031
Financial and professional	20,788	–	20,788	24,365	–	24,365
Bad Debt	2,219	–	2,219	–	–	–
Irrecoverable VAT	12,581	–	12,581	–	–	–
Audit fees	–	8,500	8,500	–	8,750	8,750
	780,253	8,500	788,753	673,833	8,750	682,583
Analysed between Charitable activities	780,253	8,500	788,753	673,833	8,750	682,583

NOTES TO THE FINANCIAL STATEMENTS continued

for the year ended 31 December 2021

8. Trustees

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' Expenses

Trustees receive expense reimbursements during the year. A total of £7,105 was paid this year (2020 - £2,031)

9. Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Professional	15	12
Administrative	2	2
Total	17	14

Employment costs

	2021 £	2020 £
Wages and salaries	547,856	463,367
Social security costs	49,107	39,943
Other pension costs	24,049	19,776
	621,012	523,086

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2021 Number	2020 Number
£60,001 - £70,000	1	-

10. Net gains/(losses) on investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Revaluation of investments	171,890	57,240

11. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Office equipment £	Total £
Cost				
At 1 January 2021	55,927	30,022	2,041	87,990
Additions	5,872	–	–	5,872
At 31 December 2021	61,799	30,022	2,041	93,862
Depreciation and impairment				
At 1 January 2021	17,127	21,990	2,041	41,158
Depreciation charged in the year	6,223	4,086	–	10,309
At 31 December 2021	23,350	26,076	2,041	51,467
			–	
Carrying amount			–	
At 31 December 2021	38,449	3,946	–	42,395
At 31 December 2020	38,800	8,032	–	46,832

12. Fixed Asset investments

	Listed investments £	Unlisted investments £	Cash in portfolio £	Other investments £	Total £
Cost or valuation					
At 1 January 2021	1,629,338	497	21,859	3	1,651,697
Additions	140,863	–	–	–	140,863
Valuation changes	170,994	–	89,352	–	260,346
Disposals	(281,595)	(497)	–	(3)	(282,095)
At 31 December 2021	1,659,600	–	111,211	–	1,770,811
Carrying amount					
At 31 December 2021	1,659,600	–	111,211	–	1,770,811
At 31 December 2020	1,629,338	497	21,859	3	1,651,697

Other investments comprise:

	2021 £	2020 £
Investments in subsidiaries	–	3

NOTES TO THE FINANCIAL STATEMENTS continued

for the year ended 31 December 2021

13. Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	66,154	14,182
Other debtors	–	44,469
Prepayments and accrued income	15,619	–
	81,773	58,651

14. Creditors

	Notes	2021 £	2020 £
Amounts falling due within one year:			
Other taxation and social security		53,521	25,019
Deferred income	15	427,651	360,922
Trade creditors		27,711	35,708
Other creditors		63,017	45,605
Accruals		12,968	93,090
		584,868	560,344

The Charity acts as an intermediary agent for Power to Change, making payments of grants to selected local enterprises. The balance is excluded from the above figures and the bank balance held at the year end.

Other creditors includes £52,727 (2020: £45,605) in respect of grant monies held in lieu of distribution to other bodies.

Accruals and deferred income includes £427,651 (2020: £355,947) of income which relates to projects.

The bank overdraft facility of £150,000 is secured by a fixed and floating charge over the assets of the charity.

15. Deferred income

	2021 £	2020 £
Other deferred income	427,651	360,922

16. Restricted funds

	Movement in funds			Movement in funds			
	Balance at 1 January 2020	Incoming resources	Resources expended	Balance at 1 January 2021	Incoming resources	Resources expended	Balance at 31 December 2021
	£	£	£	£	£	£	£
The National Lottery Community Fund	4,921	–	–	4,921	–	–	4,921
Prince's Countryside Fund	–	10,000	(10,000)	–	–	–	–
Power to Change Trust	–	134,806	(134,806)	–	120,844	(120,844)	–
MHCLG/PtC - More Than A Pub	–	293,724	(293,724)	–	192,098	(192,098)	–
Hopkins Homes	–	16,000	(16,000)	–	33,678	(33,678)	–
The Allchurches Trust	–	1,600	(1,600)	–	44,300	(44,300)	–
MTAP II Capital repayments	–	–	–	–	41,015	(150)	40,865
	4,921	456,130	(456,130)	4,921	431,935	(391,070)	45,786

The Prince's Countryside Fund represents monies received from The Prince's Countryside Fund in relation to the direct delivery of support to rural community businesses in the form of business advice and training.

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; the production of the Better Business Reports and the More than a Pub Bursary Grants.

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.

The Hopkins Plunkett Communities Scheme represents monies that were provided by Hopkins Homes (now Denbury Homes) to support Community Businesses in the East of England with enhanced business support to adapt to new Covid-19 trading rules and regulations.

The Allchurches Trust (now Benefact Trust) funding has facilitated a two year project that is seeing the creation of bespoke business advice, supported by a small feasibility grants programme, to help more community businesses set up in Christian Places of Worship.

MTAP II Capital repayments represents loan monies recycled from the More Than a Pub programme to be utilised to support the community pub sector in the UK.

NOTES TO THE FINANCIAL STATEMENTS continued

for the year ended 31 December 2021

17. Designated funds

	Movement in funds			
	Incoming resources	Balance at 1 January 2021	Transfers	Balance at 31 December 2021
	£	£	£	£
The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:				
Rural Community Business Fund	–	–	250,000	250,000
	–	–	250,000	250,000

In December 2021, The Plunkett Foundation designated £250,000 of unrestricted funds to create a rural community business fund.

18. Analysis of net assets between funds

	Unrestricted funds 2021	Restricted funds 2021	Total 2021	Unrestricted funds 2020	Restricted funds 2020	Total 2020
	£	£	£	£	£	£
Fund balances at 31 December 2021 are represented by:						
Tangible assets	42,395	–	42,395	46,832	–	46,832
Investments	1,770,811	–	1,770,811	1,651,697	–	1,651,697
Current assets/ (liabilities)	(449,515)	45,786	(403,729)	(381,787)	4,921	(376,866)
	1,363,691	45,786	1,409,477	1,316,742	4,921	1,321,663

19. Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021	2020
	£	£
Within one year	50,786	43,778
Between two and five years	195,264	8,403
In over five years	140,868	–
	386,918	52,181

20. Related party transactions

The charity paid £200 to Trustees, in respect of services provided (2020: £1,942). 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)).

21. Cash generated from operations

	2021	2020
	£	£
Surplus for the year	87,813	38,377
Adjustments for:		
Investment income recognised in statement of financial activities	(41,617)	(44,843)
Fair value gains and losses on investments	(171,890)	(57,240)
Depreciation and impairment of tangible fixed assets	10,308	7,846
Interest paid	–	1,644
Movements in working capital:		
(Increase)/decrease in debtors	(25,461)	17,474
Increase in creditors	28,261	239,788
Loss/(profit) on sale of fixed assets	–	(314)
Cash (absorbed by)/generated from operations	(112,586)	202,732

TRUSTEES, MEMBERS, FELLOWS AND STAFF

Trustees serving during 2021

The Trustees are elected by the Plunkett Foundation's members. The following Trustees served during 2021:

Helen Aldis

(Vice Chair) (Chair of Audit & Risk Committee) ***

Sue Boer ****

Chris Coe

(Treasurer) ***

Martin Collett

(Chair of Governance & Nominations Committee) ****

Professor Ruth McAreevey

(co-opted by the Board on 4 November 2021) *

Rachel Marshall

(elected 9th September 2020) **

Stephen Nicol

(Chair)

Julian Ross

(Vice Chair) ***

Adrian Smith OBE

(co-opted by the Board on 15 December 2021)*

* *co-opted trustees are appointed to bring additional skills and expertise to the Board but have no formal role or voting rights until proposed and elected by members at an AGM.*

** *stepped down during the year*

*** *Audit and Risk Committee*

**** *Governance & Nominations Committee*

Members

At the end of 2021 Plunkett Foundation had 557 members, 144 of which were individuals, 46 were supporter organisations and 367 were community business members. 2 of the members were based outside of the UK.

Fellows

David Button

Quintin Fox

Charlotte Hollins

Richard Moreton

Prof. Dr Hans-H Muenkner

Edgar Parnell

Dr Rita Rhodes

Kate Targett

John Tyrrell

Staff

The following were employed during 2021:

James Alcock

Chief Executive

Hannah Barrett

Senior Project Manager

Lewis Bowman

Head of Finance

Diane Cameron

Project Support Officer

Chris Cowcher

Head of Policy & Communications

Maurice Edgington *

Senior Finance Officer

Georgina Edwards

Policy & Research Manager

Harriet English

Head of Engagement

Aimee Evans *

Project Manager

Amanda Gibson *

Finance and Operations Officer

Joe Hesketh

Data Officer

Claire Hewitt

Office Administrator

Lucia Jesus

Community Business Officer

Olivia Lanham *

Engagement Officer

Alison Macklin

Community Business Manager

Susie Middleton

Project Manager

Laura Olver

Membership Officer

Gemma Sills

Engagement Manager

Victoria Smith

Head of Compliance and Internal Operations

Claire Spendley

Head of Community Business

Liz Woznicki

Communications Manager

* *left during the year*

About Plunkett Foundation

The Plunkett Foundation helps rural communities UK-wide to tackle the issues they face by 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. For over 100 years we have provided practical support to help communities establish and run these businesses successfully.

If you share our vision for a vibrant rural economy with rural community businesses at its heart, why not join Plunkett as a member?

www.plunkett.co.uk/become-a-member

“Setting up and running a community business is far from easy, and is a rollercoaster of challenges as well as a celebration. That is why it is so important to all of us here at Plunkett to always be available to each community business group whenever they may need us. But we can't do that without our much valued funders, supporters and partners that support us so that we can always have a member of the team on hand to help. Whether you are a long standing supporter of Plunkett, or finding out about the work we do for the first time, I ask you to get in touch and explore the role you can play in helping the community business network grow and thrive. Everyone can play their part – big or small – from joining as a member, to helping financially resource our central community business service. We need the support and expertise of everyone that shares our values, and together, we can continue to create inclusive, impactful and innovative UK communities through community ownership”

James Alcock

Chief Executive, Plunkett Foundation,
July 2022



**Plunkett
Foundation**

www.plunkett.co.uk

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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).