

**Charity Registration in England and Wales No. 1108210  
Scotland Registration No. SC044207**

**Company Registration No. (England and Wales) 05331412**

**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
UNAUDITED TRUSTEES' REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
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**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
LEGAL AND ADMINISTRATIVE INFORMATION**

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Trustees	Alastair Wilson Cecilie Hestbaek John Rudkin Kierra Box Louise Hanson (Chair) Matthew Downie - Resigned Dec 17 Nigel Saxby-Soffe (Company Secretary) Rhea Stevens Sarah Wootton Susan Smith - Resigned Dec 17
Company number	05331412
Principal address	The Foundry 17 Oval Way London SE11 5RR
Registered office	The Foundry 17 Oval Way London SE11 5RR
Independent Examiner	P J Heath FCA Brebners Chartered Accountants 130 Shaftesbury Avenue London W1D 5AR
Bankers	Unity Trust Bank Nine Brindleyplace Birmingham B1 2HB

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

#### **Introduction**

Sheila McKechnie believed in the importance of people being able to shape their world and this is still very much the founding principle of the Sheila McKechnie Foundation today.

We are in the business of helping people and organisations effect positive and lasting social change, both in their local community and across the globe. We teach and support all these campaigners, from those who are just starting out to experienced campaigners.

We bring the campaign community together to share new ideas, knowledge and resources, helping people and organisations campaign more effectively and efficiently, build confidence, nurture talent and accelerate impact.

And we work to champion and celebrate campaigning, demonstrating its' value and acknowledging success. Because, ultimately, we believe people being able to shape their world makes society fairer, safer and more vibrant. And we know Sheila would have agreed.

#### **Objects of the charity**

To promote the efficiency and effectiveness of charities and the effective application of resources for charitable purposes for the benefit of the public by raising the standard of, and promoting excellence in, campaigning on behalf of charitable purposes in particular by:

- Awarding individuals who have conducted effective and lawful campaigns that further charitable purposes
- Raising awareness of good practice in campaigning
- Providing information and guidance to people who are campaigning in furtherance of charitable objectives

#### **Public benefit statement**

In setting our objectives and planning our objectives our Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing citizenship and community development.

#### **Activities and Review**

2017/18 was a busy year for SMK. The charity delivered a full programme of training and consultancy, and hosted its annual National Campaigner Awards while managing delivery of two significant thought leadership projects. The biggest, The Social Change Project, was supported by a consortium of seven independent funders and engaged over 400 people and organisations in a year-long conversation about how change is happening today. The second, supported by the Joseph Rowntree Trust looked at the impact of the Government's Lobbying Act. Both projects launched their final reports in the 2018/19 financial year but the bulk of the work took place in this year.

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

In this year, we worked with over 600 people through our training and events programme; and reached many more through our policy and advocacy work, newsletters and social media. Those we have worked with directly have been able to go on to put their new skills and knowledge into effect helping support positive social change across a very wide range of areas from homelessness and gender inequality to community cohesion and sustainability. As well as upskilling those we work with, they are also able to go back to their organisations sharing their learning and building capacity to contribute to even greater impact.

More detail is given under each of our three strategic objectives below:

**“That campaigners – whether individuals, communities or organisations – have the knowledge, tools and support to succeed”.**

The bulk of SMK's income and so work is aimed at training and coaching campaigners, whether those who are just starting out or experienced campaigners in large organisations. Our programmes offer a range of support from intensive one-day workshops, to five-day immersive courses, to two-hour masterclasses that focus on a particular theme.

Our programmes are delivered with the support of our network of SMK Associates, themselves highly experienced campaigners and change-makers. We also invite high quality speakers to support our programmes by sharing technical knowledge and case studies.

At SMK, we are committed to staying abreast of new opportunities and challenges, and continually review the content of our programmes to ensure we are offering the very best in campaign theory and practice. As well as being the only organisation offering training right around the UK, we are also deeply committed to making our support available irrespective of income. 19% of the attendees on our programmes this year were either unwaged or on low incomes, with another 14% being volunteers not affiliated to a campaigning group or organisation.

#### **Campaign Workshops**

SMK's one-day and half-day workshops offer an intensive introduction to campaigning, aimed at those still new to campaigning and who want to bring about change at a local or national level. This programme has been supported by the Tudor Trust for a number of years. In this year, however, the most recent funding agreement came to an end, so delivery was limited to 4 workshops while a new grant was applied for. This was successful, so a new full programme of activity will commence in 18/19.

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

#### **Influencing Change**

Influencing Change is a five-day training programme designed to give participants an in-depth understanding of all aspects of effective campaigning. The programme is spread over three/ five months and offers support in all aspects of campaigning from developing a strategy and framing messages; to mobilising support and influencing decision-makers. This year, just one programme was delivered in London with support from Trust for London. 20 people took part all of whom are working on inequality and/or poverty in London.

#### **Grassroots Action Support (GAS) Fund**

In partnership with the Esmee Fairbairn Foundation, SMK delivers the 'Grassroots Action Support (GAS) Fund'. This is a 'Dragons Den' style initiative to enable grassroots campaigners with little or no financial resources to secure a small amount of funding. In 2017-18, we held one funding panel and 7 campaigners received a grant through this fund.

#### **Masterclasses**

SMK's masterclass and specialist workshop series invites highly experienced campaigners and others to share their knowledge and expertise about campaigning. This year we ran 4 masterclasses with a total of 70 participants.

#### **Influencing Change - overseas**

For the last three years, SMK has run an international programme of support for grantees of the Oak Foundation Geneva funded by their Child Rights theme. The last of these took place in East Africa in January 2017. This financial year saw SMK commission an external evaluation of the support provided to date – so to grantees working in Central & Eastern Europe, Switzerland and East Africa to date. Further research was commissioned to assess the capacity needs of Oak's international grantees. This second piece of research has played a pivotal role in determining how Oak intends to support these – and other grantees – to grow their campaign and advocacy capacity in the future. SMK is waiting to hear how we might be involved in providing this future support.

#### **Bespoke support**

This year SMK has provided consultancy support to a number of organisations including Animal Aid, the Women's Environmental Network, and the Salvation Army.

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

**“That campaigning is recognised and supported as an essential part of civil society”.**

Not only do we support others in being heard and affecting change, SMK itself works to be a voice for campaigners by advocating for the needs and benefits of campaigning, protecting the space to campaign in government and regulatory issues and leading by example.

SMK has been increasingly involved in work to ensure that the policy environment for campaigning is appropriate and this year has seen us active in a number of areas.

#### **The SMK Campaigner Survey**

This year saw SMK conduct the second annual Campaigner Survey. Response rates increased by 50% to 151 and the results provided further invaluable evidence as to the attitudes and preoccupations of campaigners. The results of the survey also helped SMK secure funding to undertake its own research into the impact of the Lobbying Act – as below.

#### **The Chilling Reality – how the Lobbying Act is impacting charity campaigning**

Starting in December 2017, this focused piece of research sought to assess the impact of the Lobbying Act through a combination of depth interviews, a focus group and an on-line survey. The final report, published in May 2018, made headline news in the sector as it provided the first hard evidence of very real impact – in contradiction to the Government’s own position. SMK is continuing to use the research to influence wider civil society debates and activity, and directly with Government and the regulators. SMK is playing a central role in a new civil society network hosted by the Quakers.

#### **The Social Change Project**

In this year, SMK secured investment to undertake a major new piece of research and thought leadership. Called The Social Change Project, it is aimed at strengthening the ability of individuals, groups and organisations to effect social change. This is the first stage of a new long-term programme of work for the Sheila McKechnie Foundation (SMK). This work will deepen our understanding of social change in action; help to ensure practitioners have the tools and support they need; and enable a more supportive environment for practitioners and observers. In doing so, we aim to bring together a new, diverse and vibrant community of change-makers committed to working together to build strength and capacity.

This project is being funded by a consortium of trusts & foundations. Work began in January 2017, and it will continue to June 2018.

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

**“That the campaign community comes together to strive for excellence and to celebrate success”**

SMK aims to help bring the campaign community together, which we do by circulating a regular newsletter, our social media channels and through our training and other events.

#### **Annual Awards Ceremony**

SMK’s 13<sup>th</sup> Annual Campaigner Awards were held at The Foundry in March 2018. This year, SMK Ten awards were presented at a ceremony attended by 130 invited guests. It was another joyous evening at which some outstanding campaigners were celebrated, including Neil Jameson who won the Long-Term Achievement Award for his work with Citizens UK and Unison who won the new Use of the Legal Award for their work overturning employment tribunal fees.

#### **Commentary and public speaking**

SMK’s CEO, Sue Tibballs continues to write a monthly column for *Third Sector*, which is used to raise the profile of issues facing the campaign community as well as bringing SMK to a wider audience (we estimate this column is read by over 160,000 people each month). Sue is also increasingly being asked to contribute to other publications and to speak at sector events.

#### **Communication**

Communication and interaction is how we believe we can learn and share as a collective and we positively encourage debate whether face-to-face or virtually inviting contributions to our blog and regularly updating campaigners with our newsletter and updates to our website.

**“SMK is a high performing organisation driven by the desire to find the best ways to support campaigning excellence”.**

#### **Staff and other organisational changes**

This full programme has been delivered with a temporarily reduced staff team – the permanent core team was reduced to two full-time staff for most of the time while SMKs new Director of Programmes, Saskia Daggett role was being recruited, and finance outsourced. A fixed term Project Manager was recruited for The Social Change Project, and SMKs Associates and other independent consultants provided extensive support.

At the December AGM, two Trustees stood down – Matt Downie and Susan Smith. In line with the charity’s articles, a third trustee was also required to retire. As the longest standing member of the Board, this was John Rudkin. John was then re-appointed. Two further



## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

Trustees have since been appointed – Peter Moorey, former Head of campaigns at Which? and Moira Sinclair, Head of Policy at Macmillan.

#### **Financial Review**

##### **Income**

Total income for the year was £378,598 (£405,333 in 2017), a 7% decrease compared with the previous year. We continued to receive income from a diverse range of sources. 77% of our income was restricted to funding specific projects. These funders and projects are listed in the accounts (Note 12).

##### **Expenditure**

Total expenditure amounted to £338,384 (£399,096 in 2017) a 15% decrease compared with the previous year.

Funds at year end were £61,147 (2017 £20,933) a 192% increase. The increase is primarily due to a decrease in expenditure in the year.

##### **The future**

SMK has set out on a path to be known as the experts in social change and campaigning, to which end is seeking to build its own knowledge and expertise. Campaigning is not a fixed discipline but an activity that constantly adapts and evolves. The Social Change Project has afforded SMK an invaluable opportunity to position itself at the forefront of knowledge as to how change is happening today and how it can be best supported.

In line with this, SMK is also seeking to evolve its approach to training to put more emphasis on ways of thinking and interacting with society, as well as diversifying its training offer. We believe this is key to being able to increase our earned income through commissioned training and consultancy. We remain committed to ensuring that much of our training and support programmes are available to all, irrespective of income. Thanks to the support of our funders, we are able to do this.

##### **Reserves Policy**

The charity's reserves policy is set out in the note 1.7 to the accounts.

##### **Structure, governance and management**

Sheila McKechnie Foundation is a charitable company limited by guarantee governed by its Memorandum of Association as adopted at the extraordinary general meeting on 21<sup>st</sup> February 2005. It is registered as a charity with the Charity Commission and as a Company with Companies House.

## **UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017- MARCH 2018**

### **THE SHEILA MCKECHNIE FOUNDATION (SMK)**

#### **Appointment of Trustees**

Our Articles of Association provide that SMK may have no less than three trustees but it is no subject to any maximum.

SMK uses a transparent and fair method when recruiting new trustees. We advertise all trustee vacancies and they are open to anyone who wishes to be a trustee. From time to time the Board may call for trustees with specialist skills that it identifies is needed for the effective governance of the organisation.

The process is led by the Resource Committee, and applicants for trusteeship are asked to make their application in writing and to attend an interview. During this time, each applicant and interviewee goes through the same process. We also apply our equal opportunities policy to trustee recruitment.

Each new trustee received an introduction pack and an induction to the organisation, and support is readily available from the Officers of the organisation.

The board of Trustees meets regularly and there were 5 meetings held during the year (2017: 5).

The present members are listed in this report.

The following changes in trustees occurred during this financial year: Matthew Downie, Susan Smith and John Rudkin stood down in December 2017. John Rudkin was then re-elected for a further term. List of Trustees is in Page 2 Legal and Administrative Information.

Members of the Trust guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total amount of such guarantees at 31<sup>st</sup> March 2018 was 10 (2017: 10).

#### **Risk statement**

The trustees and staff jointly reviewed the possible risks facing the organisation during the year. Therefore they were aware of the major risks facing the charity and are taking adequate steps to protect the charity. The major risks are related to the nature of the work within which the charity supports through grants and awards and the use of appropriate volunteers and people who support the charity.

#### **Independent examiners**

Brebners were appointed as the charitable company's independent examiners and have expressed their willingness to continue in that capacity.

**UNAUDITED TRUSTEES REPORT AND ACCOUNTS FOR THE FINANCIAL YEAR APRIL 2017-  
MARCH 2018**

**THE SHEILA MCKECHNIE FOUNDATION (SMK)**

**Small company provisions**

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 13<sup>th</sup> December 2018

and signed on their behalf by



Nigel Saxby-Soffe  
Trustee



John Rudkin  
Treasurer

## **Independent Examiner's Report to the Trustees of The Sheila McKechnie Foundation**

I report to the charity trustees on my examination of the accounts of the company for the year ended 31<sup>st</sup> March 2018 which are set out on pages 14 to 20.

### **Responsibilities and basis of report**

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act') and in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 ('the 2005 Act') and the Charities Accounts (Scotland) Regulations 2006. The charity trustees consider that the audit requirement of Regulation 10(1)(a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act') and section 44(1)(c) of the 2005 Act. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Basis of independent examiner's statement**

My examination is carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

### **Independent examiner's statement**

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; and in accordance with section 44(1)(a) of the 2005 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act or section 44(1)(b) of the 2005 Act and Regulation 8 of the 2006 Accounts Regulations other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

5. To which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: *Brebners*

PJ Heath FCA  
For Brebners  
130 Shaftesbury Avenue  
London  
W1D 5AR

Date *18<sup>th</sup> December 2018*

**THE SHEILA McKECHNIE FOUNDATION**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE**  
**ACCOUNT) FOR THE YEAR ENDED 31ST MARCH 2018**

	Notes	2018			2017
		Unrestricted funds	Restricted funds	Total	Total
		£	£	£	£
<b><u>Incoming resources</u></b>					
Voluntary income	2	2,069	-	2,069	1,938
Charitable activities	3	83,851	292,678	376,529	403,327
Investment income	4	-	-	-	55
Other		-	-	-	13
<b>Total Incoming resources</b>		<b>85,920</b>	<b>292,678</b>	<b>378,598</b>	<b>405,333</b>
<b><u>Resources expended</u></b>					
Raising funds		-	-	-	-
Charitable activities	5, 6, 7,8	72,971	265,413	338,384	399,096
<b>Total resources expended</b>		<b>72,971</b>	<b>265,413</b>	<b>338,384</b>	<b>399,096</b>
<b>Net movement in funds</b>	12	12,949	27,265	40,214	6,237
<b>Fund balances at 1 April 2017</b>		<b>20,005</b>	<b>928</b>	<b>20,933</b>	14,696
<b>Fund balances at 31 March 2018</b>		<b>32,953</b>	<b>28,193</b>	<b>61,147</b>	<b>20,933</b>

All income and expenditure derive from continuing activities. The Statement of Financial Activities includes all gains and losses recognised during the year.

**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
BALANCE SHEET  
AS AT 31 MARCH 2018  
COMPANY REGISTRATION NO. (ENGLAND AND WALES) 5331412**

	Notes	2018			2017
		Unrestricted funds £	Restricted funds £	Total £	Total £
Fixed asset	9	1,270	-	1,270	781
<b>Current assets</b>					
Debtors	10	6,076	17,500	23,576	54,607
Cash at bank and in hand		54,717	55,229	109,946	116,438
		60,793	72,729	133,522	171,045
<b>Liabilities</b>					
Creditors falling due within one year	11	(31,817)	(41,828)	(73,645)	(150,893)
<b>Net current assets</b>		28,976	30,901	59,877	20,152
<b>Net assets</b>		30,246	30,901	61,147	20,933
Funds brought forward		20,005	928	20,933	14,696
Surplus/(Loss) for the year	12	12,949	27,265	40,214	6,237
<b>Funds of the charity</b>		32,953	28,193	61,147	20,933


The trustees are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the unaudited financial statements for the period by virtue of section 477(2), and that no member or members have requested an audit pursuant to section 476 (1) of the Act.

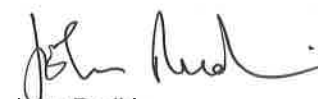
The trustees acknowledge their responsibilities for:

- (i) ensuring that the company keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing unaudited financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial period and of its profit and loss for the financial period in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to the unaudited financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual financial statements required by the Companies Act 2006.

The accounts were approved by the Board on 13 December 2018

  
Nigel Saxby-Soffe  
Trustee

  
John Rudkin  
Treasurer

**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2018**

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**Company status**

The Sheila McKechnie Foundation is a company limited by guarantee and has no share capital. The liability of each member does not exceed £10. It is a charity registered in England and Wales (registration No. 01108210), Scotland (Registration No. SC044207). Its company registration number is 05331412 (England and Wales). Its registered address is The Foundry, 17 Oval Way, London SE11 5RR.

**Note**

**1 Accounting policies**

**Basis of preparation**

The accounts are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Sheila McKechnie Foundation meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transactions value unless otherwise stated in the relevant accounting policy note(s).

The financial statements are prepared in Sterling, which is the functional currency of the entity.

**Fund accounting**

The charity's accounts are defined as follows:

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Trustees in furtherance of the general charitable objectives. Restricted funds are funds subject to specific restricted conditions imposed by the donors.

**Incoming resources**

All incoming resources are accounted for when the charity has entitlement, there is certainty of receipt and the amount is measurable. Income is deferred when it is in respect of work to be carried out in the following year.

Voluntary income comprises all incoming resources from donations and gift aid.

Charitable activities comprises incoming resources from grants and charitable trading.

Investment income is Bank interest accounted for on a receivable basis.

Other income comprises income from non-charitable trading.

**Resources expended**

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grant are recognised as services are supplied.

Costs of generating funds are those costs incurred in attracting voluntary income.

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

**Debtors, Cash and Creditors**

Debtors - short term debtors are measured at transaction price.

Cash and cash equivalents - comprise cash at bank and in hand.

Creditors - short term creditors are measured at the transaction price.



**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**Note**

**Fixed Assets and Depreciation**

All fixed assets are initially recorded at cost. Depreciation is calculated so as to write off the cost of an asset over the useful economic life. The rate adopted is as follows:

Fixtures and Fittings - 33% straight-line

**Reserves policy**

SMK has a policy that it should have sufficient unrestricted funds in reserve (net of the book value of fixed assets) to cover 3 months running costs. This amounted to a target of £50,942 at 31 March 2018 compared with actual reserves of £32,953. The Trustees are conscious of the need to increase the level of the organisation's reserves.

**Pension**

Pension costs represent payments to individual personal pension schemes of employees. Pension costs are charged to the Statement of Financial Activities in the period in which they are paid.

**VAT**

Income and expenditure is stated gross of VAT as it is not recoverable. SMK is not registered for VAT.

**Cash Flow Statement**

The trustees have taken advantage of the exemption in the SORP from including a cash flow statement on the grounds that an entity is small.

**2 Voluntary income**

	2018			2017
	Unrestricted funds	Restricted funds	Total	Total
	£	£	£	£
Donations	1,805	-	1,805	1,736
Misc Income	198	-	198	-
Gift Aid	66	-	66	202
	<u>2,069</u>	<u>-</u>	<u>2,069</u>	<u>1,938</u>

**3 Incoming resources from charitable activities**

	2018			2017
	Unrestricted funds	Restricted funds	Total	Total
	£	£	£	£
Grants	55,000	253,678	308,678	317,050
Programme income	28,851	39,000	67,851	86,277
<b>Total resources</b>	<u><b>83,851</b></u>	<u><b>292,678</b></u>	<u><b>376,529</b></u>	<u><b>403,327</b></u>

**Grants & Programme Donations**

	£
Joseph Rowntree Charitable Trust	22,250
Esmee Fairbairn Foundation	70,330
The Blagrave Trust	10,000
Barrow Cadbury Trust	25,750
Joseph Rowntree Foundation	10,000
Calouste Gulbenkian	20,000
Lloyds Bank Foundation	20,000
Local Trust	10,000
Paul Hamlyn Foundation	20,000
Tudor Trust	6,250
Child Abuse OAK	78,098
Trust for London	16,000

Total Grants 308,678

**THE SHEILA McKECHNIE FOUNDATION  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**Note**

**3 Incoming resources from charitable activities (continued)**

<b>Programme income</b>	<b>£</b>
Awards	39,000
Earned Income (consultancy, training)	28,851
	<u>67,851</u>

**4 Investment income**

	<b>2018</b>			<b>2017</b>
	Unrestricted funds £	Restricted funds £	Total £	Total £
Interest	-	-	-	55

**5 Cost of charitable activities:**

	<b>2018</b>			<b>2017</b>
	Unrestricted funds £	Restricted funds £	Total £	Total £
Programmes expenditure	5,336	120,889	126,225	166,520
Staff Cost	30,183	143,764	173,947	197,525
Office overheads	37,452	760	38,212	35,051
	<u>72,971</u>	<u>265,413</u>	<u>338,384</u>	<u>399,096</u>

**6 Number of employees**

The average monthly number of employees during the year was 4 (2017: 4).

**7 Employment costs**

	<b>2018</b>	<b>2017</b>
	£	£
Wages and salaries	137,362	161,745
Social security	11,560	14,363
Pension costs	6,723	8,856
Consultancy/Professional services	11,484	9,925
Employee Assistance		
Recruitment	3,000	45
Training & Development	-	749
Travel & Subsistence	3,818	1,842
	<u>173,947</u>	<u>197,525</u>

One employee earned between £60,000 and £70,000

**8 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year. Reimbursed expenses amounting to £168 (2017- £Nil) were paid to a trustee during the year.

**THE SHEILA McKECHNIE FOUNDATION  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2018**

**Notes**

<b>9</b>	<b>Tangible Fixed Assets</b>	<b>Furniture and Equipment</b>
		<b>3 year SL</b>
	<b>COST</b>	<b>£</b>
	B/F at 31 Mar 17	1,165
	Additions	953
	Disposals	
	C/F	<u>2,118</u>
	<b>Depreciation</b>	
	B/F	384
	Charge for year	463
	Depreciation on disposal	
	C/F	<u>848</u>
	<b>NET BOOK VALUE</b>	
	B/F at 31/3/2017	781
	C/F at 31/3/2018	<u>1,270</u>

<b>10</b>	<b>Debtors</b>	<b>2018</b>			<b>2017</b>
		<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Trade debtors	2,635	5,000	7,635	29,846
	Less Bad Debt Provision	(500)	-	(500)	-
	Accrued income	2,200	12,500	14,700	22,892
	Prepayments & Deposits	1,741	-	1,741	1,869
		<u>6,076</u>	<u>17,500</u>	<u>23,576</u>	<u>54,607</u>

<b>11</b>	<b>Creditors: amount falling due within one year</b>	<b>2018</b>			<b>2017</b>
		<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Trade creditors	1,737	20,120	21,857	16,990
	Deferred income	-	18,750	18,750	117,198
	Payroll Liabilities	11,217	-	11,217	-
	Accruals	18,863	2,958	21,821	16,705
		<u>31,817</u>	<u>41,828</u>	<u>73,645</u>	<u>150,893</u>

**THE SHEILA McKECHNIE FOUNDATION  
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**Notes**

12 Movement in funds	At start of the year	Incoming Resources	Outgoing Resources	At end of the year
<b>Restricted funds</b>				
Esmee Fairbairn Foundation	928	30,330	31,258	-
The Blagrove Trust	-	15,000	15,000	-
Barrow Cadbury Trust	-	25,750	25,750	-
Joseph Rowntree Charitable Trust	-	7,250	-	7,250
Joseph Rowntree Foundation	-	10,000	10,000	-
Calouste Gulbenkian	-	20,000	13,057	6,943
Lloyds Bank Foundation	-	20,000	15,000	5,000
Local Trust	-	10,000	10,000	-
Paul Hamlyn Foundation	-	20,000	15,000	5,000
Tudor Trust	-	6,250	6,250	-
Child Abuse OAK	-	78,098	78,098	-
Trust for London	-	16,000	12,000	4,000
CCLA	-	5,000	5,000	-
Which?	-	5,000	5,000	-
Fred Mulder Foundation	-	5,000	5,000	-
Prospectus	-	5,000	5,000	-
Bates Wells Braithwaite Shelter	-	3,000	3,000	-
Joseph Rowntree Reform Trust	-	5,000	5,000	-
Anthony Nolan	-	3,000	3,000	-
<b>Total Restricted Funds</b>	<b>928</b>	<b>292,678</b>	<b>265,413</b>	<b>28,193</b>
<b>Unrestricted funds</b>	<b>20,005</b>	<b>85,920</b>	<b>72,971</b>	<b>32,954</b>
<b>Total Funds</b>	<b>20,933</b>	<b>378,598</b>	<b>338,384</b>	<b>61,147</b>

**Funders**

**Esmee Fairbairn Foundation - Grassroots Action Support**

This fund is a Dragon's Den style initiative which gives small grants up to £5,000 to early stage and small scale campaigners.

**Influencing Change**

Barrow Cadbury and Trust for London both fund our five-day training programme, Influencing Change. Barrow Cadbury funded the programme for three years in the West Midlands, and Trust for London funded the programme for three years in London. It is perfect for those seeking in depth training and support in all aspects for campaigning, activism and advocacy.

**Tudor Trust**

The Tudor Trust funded SMK's one-day "Introduction to Campaigning & Social Change" workshops held around the country. Some income is generated by course fees. Participants pay according to turnover, with some bursary places available at no fee.

**THE SHEILA McKECHNIE FOUNDATION  
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NOTES TO THE ACCOUNTS  
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**Notes**

**12 Movement in funds (continued)**

**Child Abuse Oak**

This is a funder-plus programme in which Oak commissioned SMK to train grantees in its global Child Abuse Programme. Residential training and follow up coaching was delivered to grantees in Central & Eastern Europe, Switzerland and East Africa.

**The Social Change Project**

This is funded by Barrow Cadbury, Paul Hamlyn, Lloyds Bank Foundation, Joseph Rowntree Foundation, Calouste Gulbenkian, The Blgrave Trust and the Local Trust. It is an eighteen month inquiry into how social change is happening today, and how civil society's ability to drive change can be strengthened. The final report of the project, Social Power, was launched in June 2018.

**SMK's National Campaigner Awards**

This is sponsored by CCLA, Which?, Fred Mulder Foundation, Prospectus, BWB, Shelter, JRRT and Anthony Nolan. These annual awards celebrate excellence in campaigning.

