

Company number: 06462220

Charity number: 1122297

Small Charities Coalition

Report and Financial Statements

1 June 2013 – 31 May 2014

Small Charities Coalition

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For the year ended 31 May 2014

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Small Charities Coalition

Reference and administrative details

For the year ended 31 May 2014

Company number 06462220

Charity number 1122297

Registered office and operational address 24 Stephenson Way, London, NW1 2DP until 26/02/2015, and Unit 9/10, 83 Crampton Street, London, SE17 3BQ from 27/02/15

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Simon Hebditch	(Chair from 10/04/13)
Debra Allcock Tyler	(Chair until 10/04/13)
Judith Miller	Appointed 25/10/13 (Treasurer from 20/01/14)
Murtaza Jessa	Resigned 20/01/14 (Treasurer until 20/01/14)
Henny Braund	Resigned 07/04/14
Beverley Costa	Resigned 20/01/14
Richard Davidson	Resigned 15/07/14
Stephen Elsdon	Appointed 25/10/13
Suzanne King	Appointed 25/10/13
Kirsty Marrins	Appointed 25/10/13
D'Arcy Myers	Appointed 02/01/08
Michael Nussbaum	Appointed 19/04/11
Zoe Willems	Appointed 19/04/11

Company Secretary BWB Secretarial Limited until 31/12/14
Judith Miller from 01/01/15 to present

Senior staff Alex Swallow, CEO until 02/04/14
John Barrett, Director of Operations until 01/01/15
John Barrett, Acting CEO until present

Bankers CAF Bank
25 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4TA

Independent Examiner Eric Southwick
Eric Southwick & Co
Chartered Accountants
51 The Avenue
SEAHAM
Co Durham
SR7 8NS

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

The Trustees present their report and the independently examined financial statements for the year ended 31 May 2014.

Reference and administrative information set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005).

Structure, governance & management

The organisation is a charitable company limited by guarantee, incorporated on 2 January 2008 and registered as a charity on 14 January 2008.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 6 to the accounts.

Objectives and activities

1. Build partnerships and collaborate with individuals, and support organisations to give access to the help and support small charities need to build and run resilient and responsive organisations.
2. Increase the number of opportunities for small charities to help themselves by sharing skills, knowledge, learning and resources through peer support mechanisms/platforms.
3. Reach out to more small charities in the UK so that they have the help and support they need. We will work collaboratively and in partnership to achieve this.
4. We will listen, respond and represent the needs of our members so that the world they operate in works to support them.

Public benefit focus on ensuring that our activities achieve our charitable aims.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work within the last twelve months. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

Beneficiaries of our services

Small Charities Coalition (SCC) direct beneficiaries are any person supporting the objects of a small charity. Our definition of a small charity is any charity, registered or un-registered, that has an income of less than £1 million per year. Our indirect beneficiaries are the thousands of end-user beneficiaries that gain from the improved learning and capacity of the small charities that serve them.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Charitable Activities in the past year

The charity has delivered the following activities to achieve its charitable objectives:

Aim 1 – Build partnerships and collaborate with individuals, and supporter organisations to give access to the help and support small charities need to build and run resilient and responsive organisations.

Volunteer Supporters

Our 'Volunteer Supporters' i.e. professionals from all sectors that share their time and expertise through our skills sharing and mentoring service (see Aim 2) continue to be an essential source of direct support to our members. They help in all areas from fundraising to finance, from business planning to bid writing.

Throughout 2013-14 we recruited 92 new volunteer supporters taking our total to 362.

"I get a kick out of being helpful which gives me a feeling of satisfaction, and expands my experience of different organisations in different geographical areas." Louise Rogers, Volunteer Supporter.

Brokered training

Our brokered training model continued to grow through 2013-14. By working in partnership with other organisations we are able to keep the cost of attending workshops to an affordable level (normally around £20 per person) providing a vital source of professional development.

Our partnership with the technology and consulting corporation IBM continued, resulting in 8 workshops delivered to our members across the UK in subjects such as Project Management, Impact Measurement, Technology Planning and Web Design. In total 140 people from 105 charities benefited from the workshops.

"The course at IBM yesterday was excellent. Very professional in the delivery and the material [was] so useful." Sue Doughty, Westmeria Counselling Services.

Similarly we worked with Charities Evaluation Services (CES) to deliver two How to Demonstrate Outcomes training sessions to 36 members in Bury St Edmunds and Newcastle.

We also partnered with the Charity Finance Group (CFG) in May 2014 to open up their London Members' Meeting to SCC members. 40 SCC members joined 40 CFG members for an update on the new SORP, a talk about effective risk management and information about a new Cabinet Office fund.

We continued to secure free or discounted places to relevant third-party events including free places to I Am Networking events, and discounted places to Media Trust's Spring Conference, Third Sector's Digital Edge Conference and Directory of Social Change's (DSC) May Fayre.

Trustee Speed Recruiting

We partner with organisations to match their staff with small charity trustee vacancies over the course of a fun and novel trustee recruitment event. We ran two events with the chartered accountancy firm Grant Thornton and one with staff from the Department of Health.

These events alone helped fill 21 trustee vacancies and 5 volunteer positions.

"We are so very grateful to you already for making it possible for us to find two top notch young trustees from Grant Thornton. They both took to the skies (as did I) in last year's skydive event and one is running the London Marathon for WAVE in April!" Anthoulla Koutsoudi, Wave Trust.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Trustee Finder

Another example of our partnership work is the continued development of our trustee recruitment portal Trustee Finder.

In February 2014 we re-launched Trustee Finder when integrating the service from the Charity Trustee Networks (CTN) website into the Small Charities Coalition website. The integration resulted in some major enhancements, including the capability to post opportunities from Trustee Finder directly onto the Do-it database. This change gave trustee vacancies exposure to 100,000's more volunteers every month.

We had 473 charities sign up to the service in the last 4 months of 2013-14, posting 402 vacancies. 36,124 searches were made on the site and 17,327 opportunities viewed, double that of the old service.

Aim 2 – Increase the number of opportunities for small charities to help themselves by sharing skills, knowledge, learning and resources through peer support mechanisms/platforms.

Skills sharing and mentoring

Small charities often struggle to find the resources and knowledge required to meet the diverse demands of running a charity. Our skills sharing and mentoring service provides members with direct 1-2-1 reassurance and advice on specific issues. The service is free and help either comes from a Volunteer Supporter or a fellow small charity.

During 2013-14 we set up 75 new 'matches' and completed 45. We typically manage 48 matches at any given time, providing personalised 5-days-a-week assistance to users of the service.

We estimate the service has contributed £87,648 worth of consultancy support to the sector.

One example of the impact a match can have is demonstrated in the case study below:

In 2014, Small Charities Coalition was approached by Anne Malcolm, the Chair of the London Gypsy Orchestra. This small charity performs traditional music from Eastern Europe and the Balkans and aims to inspire and educate people in Gypsy music and culture.

Anne got in contact with us when the charity was going through a difficult time, and was in need of a new business plan to ensure the charity could continue. Anne was soon matched with Henry Abraham, who is a third sector consultant as well as the Chair of a small charity called Siblings Together.

The match with a fellow charity Chair, Henry, gave Anne the chance to work through the issues faced by her charity. Their cooperation started with a face-to-face meeting and an in-depth conversation with Henry about the charity's current situation. Following from this, Anne and Henry maintained contact via email.

Reflecting on the experience, Anne said:

"Meeting Henry was an incredible help precisely when I needed it. Most crucially, Henry advised that the situation I was facing is one that many charities come to face at some point, and that while it can be a daunting prospect to lose the energy and vision of the founding member, the charity can still continue and develop. It was hugely reassuring and gave me the encouragement I needed to persevere with exploring a future for the orchestra – something I was determined to do for the sake of the members."

The match was a positive and rewarding experience for Henry, too, as he gained unique, first-hand insight into the charity sector. The match sparked some ideas for approaching his consultancy work, too.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Skills sharing and mentoring (continued)

Henry described his match experience saying:

“It was a valuable reminder of the importance of understanding the key people and their priorities when considering strategy options. (...) I also found the process helpful in making me think about the balance between formal, structured processes for giving consultancy advice, and a flexible, informal, discussion-led approach.”

Thanks to Henry’s ongoing support, Anne now had the courage to more actively involve members of the London Gypsy Orchestra in planning the charity’s future together.

“Henry suggested, and confirmed my own belief, that members should be involved in planning for the future. As a result, we have held a couple of sessions facilitated by Orchestra members themselves to explore what members want from the Orchestra going forward. It was great to see so many Orchestra members showing an interest and getting involved in forging a future.”

The match has now led to a new business plan which will be implemented in September 2014. This will put the work Anne, Henry and members of the London Gypsy Orchestra have done into practice.

Anne and Henry both were very positive about recommending the service for fellow small charities and potential supporters.

From a charity’s perspective, Anne encouraged charities to seek support when it is needed, saying:

“The matching service provided invaluable support for me as chair and in helping secure a firm way forward for the London Gypsy Orchestra. If any other charity is facing difficulties, it is always helpful to talk things through with others who have experience of similar matters and I recommend the Small Charities Coalition as a means of finding an appropriate mentor.”

From a supporter’s perspective, Henry outlined the benefits of the experience:

It’s a very flexible service which can be structured to meet the needs of both sides as required. And a great way of leveraging the experience (sometimes painful!) one has built up over the years for positive benefit.

Help & Advice

The merged SCC and CTN brands and resulting website integrations (see Aim 3) resulted in us bringing all CTN’s governance resources across to the Small Charities Coalition website. Adding this type of content helped us to expand our own resources to include more guides, tools and templates to support members.

The popularity of the integrated and expanded resources is reflected in the increase in the number of page views from 17,706 in the quarter before integration to 22,575 in the period post integration.

“The great thing about Small Charities Coalition is they’ll try and offer advice and help even if it’s not part of their standard service, everything they do is personal and completely opposite to what is becoming a ‘computer says no’ society.” Shivani Patel, Anza.

Our resource pages also provide a reference point for our email and telephone support as we can signpost callers to the appropriate resource. Over 2013-14 we responded to 525 emails and phone calls from members and non-members alike.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Trustee Networks

As part of the website integrations, in February 2014 we updated and rebranded the Trustee Networks listing on our website. This listing continues to be an important access and reference point for trustees looking for their local network.

We applied the new brand to the UK Charity Trustees LinkedIn Group, the most popular trustee specialist group on LinkedIn, which grew to a membership of 3,077 by the end of May 2014. In November 2013 we also set up a sub-group to support the organisers of regional trustee networks.

Bulletin

We continue to trawl other organisations' bulletins and newsletters and compile the most useful and relevant information and opportunities into one monthly bulletin. Content typically includes information about free/discounted third-party events, policy information/opportunities, news, competitions and useful resources.

With the help of one of our volunteers, we redesigned the layout of the bulletin in March 2014 to make the information clearer and more attractive to read. Our monthly bulletin remains one of our most popular offerings to our membership.

Over 2013-14 we sent 11 monthly bulletins and one Christmas special.

Aim 3 – Reach out to more small charities in the UK so that they have the help and support they need. We will work collaboratively and in partnership to achieve this.

Membership

Our membership increased from 5,667 in June 2013 to 6,557 in May 2014; an increase of 890 individuals, representing 868 small charitable organisations.

Our membership remains incredibly diverse, supporting all causes in all parts of the UK from [brainstrust](#) in the Isle of Wight to [Lineham Farm Children's Centre](#) in Leeds, from [Facial Palsy UK](#) in Peterborough to [Pearl of Africa Child Care](#) in Cornwall.

Evolved brand

The 2011 merger between Small Charities Coalition and Charity Trustee Networks (CTN) and a 1-year period of co-branding triggered a brand review which started in early 2013. The review demonstrated the need to unify the two brands and websites to prevent confusion and deliver clearer messaging. The re-brand resulted in the CTN name being dropped and the Small Charities Coalition brand evolving.

Moreover, as the entire process was carried out using pro-bono and in-house resources, staff time was the only cost. This provided a useful example to our members of the benefits of working in partnership and using an organisation's support network.

Now our external audience can more easily identify with our brand and therefore our work, thereby raising awareness of where small charities can go to get affordable support and guidance.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Evolved brand (continued)

Alex Swallow, Chief Executive of SCC, said:

“Our new rebrand is an exciting milestone. This has been a collaborative process that has seen us consult as many of our stakeholders as possible, giving us a clear idea of what our members want and need from us and how we can best communicate this. Our new logo reflects this: the interlocking circles represent the many different stakeholders that we work with, coming together to form one coalition of support and guidance.

Our brand is at the heart of who we are, and key to the services we offer to our members. Today, it’s more important than ever for small charities to have a strong, memorable brand to help them get their message out and raise awareness. We are proof that you don’t have to spend a lot of money to conduct an effective brand review process.”

5th Anniversary

A busy and successful 2013 culminated with our 5th Anniversary event hosted by our partner IBM. This was a chance to launch our new brand and celebrate the progress the organisation has made since its original vision into the established national body for small charities we have become today. Guests were treated to speeches and presentations from members, supporters and partners alike.

We also teamed up with London 360°, Community Channel’s young reporters, to produce a pro-bono video celebrating our anniversary and our members. This was a great opportunity to raise our profile and to re-engage with existing partners as well as giving us a chance to showcase the positive work our members carry out. The video can be found on our YouTube channel.

Website integration

The brand review informed us that two identities were confusing, hard to promote and a bit of a mouthful. This also applied to having two websites and so part of the process of achieving a unified yet evolved Small Charities Coalition brand was to integrate the Small Charities Coalition and CTN websites.

Our longstanding website partner, Net Efficiency, built and integrated the new and improved Trustee Finder service pro-bono. Then, with the help of our dedicated web volunteer, we integrated the rest of the CTN website completely in-house. This included the Trustee Networks listings and governance resources.

This work has created a more centralised platform for all our members and much clearer messaging externally, as well as the obvious internal benefits of having only one site to maintain.

Britain’s Best Volunteer Award

Small charities and the people dedicated to running them often struggle to get the recognition and profile they need and deserve. When Markel UK approached us to partner on a new award, this gave us the perfect opportunity to celebrate and champion these unsung heroes. So the sector’s inaugural Britain’s Best Volunteer Award was launched. The competition, launched in February 2014, received over 700 nominations with a public vote selecting Emma Hall of Stepping Stones DS as the winner. She won a £1,250 donation for the charity and £1,000 of holiday vouchers. The award was a brilliant opportunity to celebrate the work of organisations like Stepping Stones DS and gave our new brand crucial exposure on a budget.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Affiliates

In August and September 2013 we added the Fundraising Standards Board (FRSB) and Third Sector magazine respectively to our existing crop of affiliate partnerships, offering discounts to their services to our membership. We secured a 50% discount to FRSB membership and up to 60% discount to online Third Sector subscriptions. In the remainder of the year, 42 members took advantage of the discounts, saving their charities £2,058.

In total, our affiliate partnerships saved our membership £10,157 over 2013-14.

Aim 4 – We will listen, respond and represent the needs of our members so that the world they operate in works to support them.

Examples of our policy, advocacy and campaigning work are demonstrated by the range of events and opportunities below that we have been involved in throughout 2013-14. We continue to use our monthly bulletin and dedicated e-mailings to raise awareness of the issues affecting small charities, and any opportunities to effect change, be that directly or via responses coordinated by Small Charities Coalition.

- Alex Swallow sat on the panel for the first ever Civil Society APPG to be held outside London. The topic was small charities.
- Alex also sat on the ACEVO Governance Commission to provide a small charity perspective. The Commission reported back in September 2013 and focussed on 3 main areas; Appraisal and Accountability, Understanding the Roles and Responsibilities and Board Management.
- We contributed regularly to sector articles and debate including 'How to manage your small charity's finances – top tips' (The Guardian, 7 May) and 'Some frogs are princes – or why size isn't everything' (Third Sector, 7 May).
- Joined the Charities Aid Foundation Giving Tuesday campaign.
- Continued our involvement with the Code of Good Governance Steering Group, presenting the Tumim Prize for Charity Governance at the NCVO Trustee Conference in November 2013.
- Spoke at various events, including a Charities Buying Group (CBG) conference, at a charity event in Norwich, and a charity meeting with the Westminster Foundation.

Lessons Learnt

Our 5th year anniversary event and the launch of our new brand were tremendous accomplishments for the team and organisation as it enabled us to reflect and celebrate our huge achievements in our relatively short existence. This was especially rewarding because these experiences link to our values and strengths; namely that the new brand was developed pro-bono and the only expenditure incurred was on the launch event itself. As an umbrella organisation delivering infrastructure support, we realise the influence and responsibility we have towards our members and the wider sector and we hope that by being innovative and good value for money, we lead by example and demonstrate best practice wherever possible. This highlighted our strengths and the opportunities our networks provide to develop our work further.

Events in early 2014 which saw our CEO resign due to increasingly tight finances, posed us with several challenges. The board decided not to appoint a new CEO and asked John Barrett, Operations Manager and the team to lead the organisation for the foreseeable future.

The team immediately conducted a full review of the organisation's strategy, operations and funding commitments. The exercise proved to be an incredibly engaging and motivating experience for the team and confirmed that we were continuing to deliver to our 2013/14 business plan and budget. More importantly, the comprehensive and more

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Lessons Learnt (continued)

robust 2014/15 business plan set realistic budgets and targets whilst ensuring our quality in service delivery and high level of integrity would help consolidate our position for the future.

There is no denying that the loss of a CEO has a significant impact on an organisation, especially on a charity of our size. The resourcing implications posed a particular challenge, not least around policy and external profile-raising. To counter this impact, the team and trustees formed the Policy Working Group which shared these responsibilities across the charity.

A key learning outcome from this whole experience was to review and streamline our work. We are now more focused on the importance of delivering work to meet our members' needs and fulfilling our purpose instead of extra and divergent functions. This is particularly apparent with the direct services we offer our members. In order to take this forward we intend to set clear targets for all our services and operations to maintain their direction and focus.

We have seen huge growth in membership numbers, partnerships, service delivery and profile despite the fluctuation in staffing levels. Our inability to say "no" to the myriad of opportunities to support our members has often left us over-stretched in the past and so we look to be much more strategic in the focus and impact of our work.

We have also become better at understanding where we best fit in the charity infrastructure and support sector. We're continuing to consolidate how and where we best compliment and add value to other organisations (local and national) that either directly support small charities, or those that wish to but do not have the networks, capacity or expertise to do so. Additionally we are establishing our policy and advocacy work to determine where we can add real value and where we can lend our name to deliver positive change for our members and small charities as a whole.

We have learnt a lot from the increasingly challenging funding environment, particularly for infrastructure charities. We are continuing to diversify our income streams whilst being realistic and planning expenditure and growth accordingly. We have realised our potential to develop greater relations with corporate organisations in order to offer advertising and sponsorship opportunities as another alternative method of income generation whilst exposing our members to relevant and beneficial services. It has become clear that we offer services of real value for corporate organisations and we are therefore seeking further opportunities to develop this avenue of funding instead of providing corporates and businesses with services free of charge.

The future looks challenging and exciting in equal measure but the Small Charities Coalition without doubt has an ever growing, important and influential role to ensure the needs of the majority of the sector (small charities) are recognised, listened to, protected and supported.

Partnership work

Partnership and collaboration is absolutely key to the Small Charities Coalition being able to deliver its range of affordable and accessible support and services. We simply could not provide the scope and level of impact we do without the support of the growing number of partner organisations that we work with.

Almost every facet of our support relies in some way on the contributions made by individuals and organisations that share our vision of shared support and collaboration, from volunteer supporters providing free consultancy to suppliers offering discounts through our affiliate programme.

Organisations like IBM, Grant Thornton and Charity Finance Group deserve a special mention due to the contributions made during 2013-14.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Partnership work (continued)

Others that we would like to mention include: Directory of Social Change, Charities Evaluation Services, Charities Buying Group, Utility Aid, Ability Net, One Cent Call, Institute of Fundraising, I Am Networking, Markel Insurance, Fundraising Standards Board and Third Sector.

Funders and Supporters

We are extremely grateful to all our funders and to those who support us with time and expertise. We would not be able to make a difference to small charities without them.

The Marsh Christian Trust

Esmée Fairbairn Foundation

The Tudor Trust

Westminster Foundation

City Bridge Trust

How the Small Charities Coalition is run

Public Benefit

The Small Charities Coalition's objects, as laid down in its Memorandum and Articles of Association are:

- (1) The promotion of small charities for the benefit of the public including but not limited to: liaising with small charities, other voluntary organisations, government agencies and other groups on relevant issues; providing training, conferences and seminars on subjects relevant to the efficacy of small charities; identifying needs of small charities and establishing projects or policies to address them; providing information to the press and the public in respect of small charities; providing services such as legal, accountancy and management advice services to small charities; providing advice and information on fundraising and volunteering for small charities; and acting as a representative of small charities in relation to government policies and legislation.
- (2) The advancement of education and research for the benefit of the public.
- (3) To do all such other things for the public benefit as may be charitable under the laws of England and Wales.

The trustees confirm that in planning the Small Charities Coalition's activities they have given careful consideration to how the Small Charities Coalition has fulfilled its charitable objectives. The Trustees do not identify any potential detriment or harm arising from the activities of the Small Charities Coalition.

The Board

The Board meets four times a year. During the course of the year the resources sub committee continued looking at financial management, risk assessment and staffing issues. A number of trustees terms of office came to an end during 2013-14 and the charity undertook a formal recruitment process and brought on board 4 new trustees. Since then matters previously dealt with by the resources committee come to the full board and post year end there are two working groups made up of staff and board members looking at developing the business plan and future funding sources.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

The staff team

We started the year with 3.5 FTE. They were Alex Swallow (CEO), John Barrett (Operations Manager), Liz Dyer (Services Coordinator) and Jo Doheny (Services Administrator). Liz Dyer went on secondment to the Department of Health in December 2013 and Jo Doheny resigned in November 2013. We restructured the staff team and recruited Milda Sabunaite (Services Coordinator) and Alice Holman (Communications and Events Coordinator). Alex Swallow resigned in March 2014 and John Barrett was promoted to Director of Operations. John Barrett now leads the charity with the support of the trustees, and his contributions were recognised when he was awarded the Small Charity Champion award at the Charity Staff and Volunteer Awards 2014.

Volunteers

During this year we have had 14 office volunteers (different to our hundreds of volunteer supporters) that have helped through various office and remote based, day-to-day delivery and specialist project work. Their contributions have been invaluable and we thank them enormously. In recognition of their efforts and hard work we would like to acknowledge them individually here:

Michael Boon; Fallon Coad; Emily Cumming; Kine Diop; Jo Doheny; Iain Donald; Charlotte Harrison; Matt Hoskins; Suzanne King; Uche Kingsley; Charlotte Maurice; Danielle McNicholas; Adnan Salman; Wilson Sanchez and Ian Smith.

Financial Year

The Charity had received grants and donations of £125,200, earned £27,584 for training and events and interest of £55 in the year to 31 May 2014. The total expenditure was £158,695 in the period. The charity had a planned deficit of £5,857 in the year.

The Tudor Trust and Esmée Fairbairn Foundation continued as regular funders and we were able to secure additional new funding from City Bridge Trust and Westminster Foundation. However we took action to invest in fundraising this year as these significant multi-year grants came to an end and we needed to secure future funding.

Reserves Policy

The Trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. Trustees are committed to generating sufficient reserves to support current organisational activities to meet the following requirements:

- Safeguarding the charity's service commitment in the event of delays in receipt of grants or other income.
- Providing a financial cushion against risk and future uncertainties.
- Resourcing the research and development of services and initiatives.

To this end, the Trustees have established a reserves policy that is reviewed annually to ensure that the appropriate levels of reserves are maintained. However, the Trustees are aware of the view that reserves should not be set too high, tying up funds which could and should be spent on charitable activities. In line with its duties as a service provider, the organisation aims to hold unrestricted reserves, excluding those tied up in tangible fixed assets, amounting to two months expenditure. This is to minimise any disruption to beneficiaries should a source of income cease. At today's prices this is just over £25,000. The actual free reserves at the year end were £63,619.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Reserves Policy (continued)

Previously we have worked to 2 months running costs, however with the end of our multi-year grants we are working to 6 months (£75,000) because the lead time is longer. Should our funding position around multi year commitments change we will work to a lower reserves.

Future Plans

Our focus for the year ahead is to sustain our position financially, develop a leaner internal structure to cope with the decrease in resources, deliver the final year of our existing strategy and begin planning for our next 3-year strategy. Highlights include:

Aim 1

- Continued partnership work with the Charity Commission.
- Continued partnership with Skills Effect and their Skills Platform to deliver on event listings work.
- Continued development work on Trustee Finder and partnership with ivo.
- Building new partnerships.

Aim 2

- Development work on the monthly bulletin.
- Continued development on the online resources.
- Explore another Britain's Best Volunteer Award.
- Integrate all skills matching on website.
- Continued marketing of the skills matching services.
- Continued development of the Trustee Networks.

Aim 3

- Increase membership
- Attend exhibitions to promote membership
- Produce strategy that allows for membership growth through existing (partnership) work
- Membership recruitment strategy

Aim 4

- Develop social media marketing plan.
- Grow social media activity.
- Develop policy pages on the website.
- Continue to gather evidence and views to input into consultations/ briefings.
- Policy themes may change but continue to represent small charities' point of view.
- Continue to gather evidence and views to input into consultations/briefings.
- Proactively seek to write features/blog entries for relevant publications.
- Continue and deepen collaboration with partners to participate in policy work.
- Increase channels to find new ways to allow our members and small charities who are not our members, to have a voice and a platform to speak directly to decision-makers and the wider public.
- Conduct a member consultation.

Small Charities Coalition

Trustees Report (continued)

For the year ended 31 May 2014

Statement of Responsibility of the Trustees

Our Trustees (who are also directors of Small Charities Coalition for the purposes of company law) are responsible for preparing the report of the Trustees' 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 and statements of recommended practice 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 operation.

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.

In so far as the Trustees are aware:

- There is no relevant information of which the charity's independent examiner is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the independent examiner is aware of that information.

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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 May 2014 was 10 (10 in 2013). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Signed on behalf of the trustees

Simon Hebditch

Chair

Date: 27 March 2015

Small Charities Coalition

Independent Examiner's Report to the Trustees of Small Charities Coalition

For the year ended 31 May 2014

I report on the accounts of the company for the year ended 31st May 2014, which are set out on pages 17 to 23.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. 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 seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements
 - a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met.

Small Charities Coalition

Independent Examiner's Report to the Trustees of Small Charities Coalition (continued)

For the year ended 31 May 2014

In my opinion, attention should be drawn to the following matter in order to enable a proper understanding of the financial statements to be reached:

Small Charities Coalition had unrestricted reserves of £63,619 as at 31 May 2014, and confirmed funding for less than 12 months from March 2015. The trustees consider the charity a going concern subject to raising funds successfully. The trustees are monitoring the charity's spending and cash flow regularly to ensure that its liabilities are met as and when they fall due. The trustees also explain this in note 1 (a) in the accounts.

No other matter has come to my attention in connection with my examination to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Eric Southwick BA(Hons) FCA FCIE DChA

Date: 27 March 2015

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Small Charities Coalition

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 May 2014

	Note	Restricted £	Unrestricted £	2014 Total £	2013 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income and grant funding	2	34,350	90,850	125,200	97,316
Investment income	3	-	55	55	158
<i>Incoming resources from charitable activities</i>					
Training and events		-	27,584	27,584	10,964
Total incoming resources		34,350	118,489	152,839	108,438
Resources expended					
	4				
Costs of generating funds		-	14,779	14,779	2,210
Charitable activities		30,530	109,627	140,157	143,930
<i>Governance costs</i>		-	3,760	3,760	3,726
Total resources expended		30,530	128,166	158,696	149,866
Net incoming resources before transfers	6	3,820	(9,677)	(5,857)	(41,428)
Net movement in funds		3,820	(9,677)	(5,857)	(41,428)
Reconciliation of funds					
Total funds brought forward		-	73,296	73,296	114,724
Total funds carried forward		3,820	63,619	67,439	73,296

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13 to the financial statements.

The notes on pages 19 – 23 form part of these financial statements.

Small Charities Coalition

Balance Sheet

For the year ended 31 May 2014

			Company Number: 064562220	
	Note	£	2014 £	2013 £
Current assets				
Debtors	10	11,014		713
Cash at bank and in hand		56,799		78,994
		67,813		79,707
Liabilities				
Creditors: amounts falling due within one year	11	374		6,411
Net current assets			67,439	73,296
Net assets	12		67,439	73,296
The funds of the charity	13			
Restricted funds			3,820	-
Designated funds			54,170	50,404
General funds			9,449	22,892
Total charity funds			67,439	73,296

The Company is exempt from the requirements relating to preparing audited accounts in accordance with Section 477 of the Companies Act 2006. The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts. These accounts 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 and authorised for issue on 27 March 2015 and signed on their behalf, by:

Simon Hebditch
Chair

The notes on pages 19 – 23 form part of these financial statements.

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2007). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005, applicable accounting standards and the Companies Act 2006.

Despite the difficult funding environment the Small Charities Coalition is regularly approached to undertake work, provide services and be involved in sector wide initiatives. Considerable effort is being focussed on the development of plans which will attract future unrestricted income and a number of bids are being submitted to trusts and organisations to support our future work. Trustees are confident that measures already taken and the careful control of expenditure in 2015 along with additional measures to cut costs further will allow Small Charities Coalition to continue in operation until new funding is secured. For these reasons the Board considers it appropriate to prepare these financial statements on a going concern basis.

- b) The charity is a company limited by guarantee. The members of the company are the trustees named on page 2. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.
- c) General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.
Investment income, gains and losses are allocated to the appropriate fund.
- d) All incoming resources are included in the Statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.
- e) All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management.

- f) Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Furniture and fixtures	33.3% straight line
Office equipment	33.3% straight line

- g) The charity is not registered for VAT. In common with many other charities, the Small Charities Coalition expenses are inflated by VAT, which cannot be recovered.

Small Charities Coalition

Notes to the Financial Statements (continued)

For the year ended 31 May 2014

2. Income resources from voluntary income and grant funding

	Restricted £	Unrestricted £	2014 Total £	2013 Total £
26 May 1961 Trust	-	-	-	10,000
Tudor Trust	-	30,000	30,000	30,000
Esmée Fairbairn	-	50,000	50,000	50,000
Grant Thornton	-	-	-	5,000
Coutts Foundation	-	-	-	500
Westminster Foundation	-	10,000	10,000	-
City Bridge Trust	34,350	-	34,350	-
Donations received	-	600	600	1,816
Other income	-	250	250	-
Total	34,350	90,850	125,200	97,316

3. Investment income

	Restricted £	Unrestricted £	2014 Total £	2013 Total £
Interest income	-	55	55	158

4. Total resources expended

	Cost of generating funds £	Resource and skill sharing £	Governance Costs £	2014 Total £	2013 Total £
Staff costs (Note 7)	3,019	114,701	3,018	120,738	124,082
Trustees' expenses	-	-	241	241	97
Professional fees	11,259	-	-	11,259	-
Recruitment	-	304	-	304	955
Staff and volunteer expenses	-	2,297	-	2,297	1,126
Subscriptions	-	726	-	726	3,199
Event	-	1,208	-	1,208	2,842
Raising awareness	-	263	-	263	-
Other	-	1,618	-	1,618	877
	<u>14,278</u>	<u>121,117</u>	<u>3,259</u>	<u>138,654</u>	<u>133,178</u>
Support Costs	5	501	501	20,042	16,688
Total resources expended	<u>14,779</u>	<u>140,157</u>	<u>3,760</u>	<u>158,696</u>	<u>149,866</u>

5. Support Costs

Support costs are allocated to charitable activities as follows:

	Cost of generating funds £	Charitable activities £	Governance £	2014 Total £	2013 £
Premises	308	11,686	308	12,302	12,239
Office costs	47	1,791	47	1,885	2,844
Accounting support	143	5,443	143	5,729	1,418
Other support costs	<u>3</u>	<u>120</u>	<u>3</u>	<u>126</u>	<u>187</u>
Total support costs	<u><u>501</u></u>	<u><u>19,040</u></u>	<u><u>501</u></u>	<u><u>20,042</u></u>	<u><u>16,688</u></u>

Support costs have been allocated as above based on the proportion of staff time spent on each activity.

6. Net incoming resources for the year

This is stated after charging / crediting:

	2014 £	2013 £
Accountants fees (Independent examination)	<u>-</u>	<u>500</u>

During the year, no Trustees received any remuneration or benefits.

2 Trustees (2013: 3) received reimbursement of travel and subsistence expenses amounting to £273 (2013: £97).

7. Staff costs and numbers

Staff costs were as follows:

	2014 £	2013 £
Salaries and wages	111,081	113,093
Social security costs	<u>9,657</u>	<u>10,989</u>
	<u>120,738</u>	<u>124,082</u>
Total emoluments paid to staff were:	<u><u>111,081</u></u>	<u><u>113,093</u></u>

No employee earned more than £60,000 during the year.

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2014 No.	2013 No.
Direct charitable activities	3.5	3.5
Support and governance	<u>0.5</u>	<u>0.5</u>
	<u><u>4.0</u></u>	<u><u>4.0</u></u>

Small Charities Coalition

Notes to the Financial Statements (continued)

For the year ended 31 May 2014

8. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9. Tangible fixed assets

	Furniture, fittings and equipment £	Total £
Cost		
At the start of the year	2,917	2,917
Additions in year	-	-
Disposals in year	-	-
	<u>2,917</u>	<u>2,917</u>
At the end of the year	<u>2,917</u>	<u>2,917</u>
Depreciation		
At the start of the year	2,917	2,917
Charge for the year	-	-
Disposals in year	-	-
	<u>2,917</u>	<u>2,917</u>
At the end of the year	<u>2,917</u>	<u>2,917</u>
Net book value		
At the end of the year	<u>-</u>	<u>-</u>
At the start of the year	<u>-</u>	<u>-</u>

10. Debtors

	2014 £	2013 £
Trade debtors	-	113
Other debtors	9,214	-
Prepayments	1,800	600
	<u>11,014</u>	<u>713</u>

11. Creditors: amounts falling due within one year

	2014 £	2013 £
Trade creditors	-	2,787
Taxation and social security	136	2,819
Other creditors	-	67
Accruals	238	738
	<u>374</u>	<u>6,411</u>

12. Analysis of net assets between funds

	Restricted £	Designated £	General £	Total funds £
Current assets	3,820	54,170	9,823	67,813
Creditors due within one year	-	-	(374)	(374)
Net assets at the end of the year	3,820	54,170	9,449	67,439

13. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
City Bridge Trust	-	34,350	(30,530)	-	3,820
Total restricted funds	-	34,350	(30,530)	-	3,820
Unrestricted funds:					
Unrestricted funds:	22,892	118,489	(77,762)	(54,170)	9,449
<i>Designated funds:</i>					
Grants in advance	50,404	-	(50,404)	54,170	54,170
<i>Total designated funds</i>	50,404	-	(50,404)	54,170	54,170
Total unrestricted funds	73,296	118,489	(128,166)	-	63,619
Total funds	73,296	152,839	(158,696)	-	67,439

Purposes of restricted funds

City Bridge Trust: To run the Building Resilience programme on the conditions that the balance of funding raised from other sources and that the Trust is not SCC's single largest funder in year 3.

Purposes of designated funds

The amount designated for grants in advance represents a proportion of grants received in the year ended 31 May 2014 whereby the related costs will be incurred in 2014/15.

14. Related party transactions

During the year Small Charities Coalition offices were based at Directory of Social Change and paid rent of £12,043 (2013: £13,000). Debra Allcock Tyler, a Trustee of Small Charities Coalition, is the Chief Executive of Directory of Social Change. Debra did not receive any personal benefit from this rental agreement and was not involved in any negotiations of the rental terms. The rent paid is below market rent for similar offices.