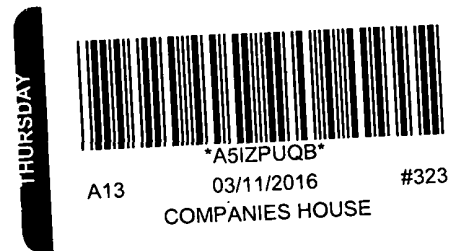


COMPANY REGISTRATION NUMBER 5821436

**THE RESURGENCE TRUST  
FINANCIAL STATEMENTS  
31 MARCH 2016**

Charity Number 1120414



**THOMAS WESTCOTT**  
Chartered Accountants  
96 High Street  
Ilfracombe  
Devon  
EX34 9NH

**THE RESURGENCE TRUST**  
**FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

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**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT**  
**YEAR ENDED 31 MARCH 2016**

The trustees, who are also directors for the purposes of company law, present their report and the unaudited financial statements of the company for the year ended 31 March 2016.

**REFERENCE AND ADMINISTRATIVE DETAILS**

|                                    |                                                         |
|------------------------------------|---------------------------------------------------------|
| <b>Registered charity name</b>     | The Resurgence Trust                                    |
| <b>Charity registration number</b> | 1120414                                                 |
| <b>Company registration number</b> | 5821436                                                 |
| <b>Principal office</b>            | Ford House<br>Hartland<br>Bideford<br>Devon<br>EX39 6EE |
| <b>Registered office</b>           | Ford House<br>Hartland<br>Bideford<br>Devon<br>EX39 6EE |

**The trustees**

The trustees who served the company during the period were as follows:

James Sainsbury  
Rebecca Hossack  
Nick Robins  
Sandy Brown  
Richard Baker  
Ana Stanic  
Josephine Amankwah  
Anthony Juniper  
Hylton Murray-Philpson  
Kimberley Samuel

**Secretary** Mr Satish Kumar

**Bankers** Triodos Bank  
Deanery Road  
Bristol  
BS1 5AS  
  
Berkshire Bank  
PO Box 1308  
Pittsfield  
USA  
MA 01202

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

**Solicitors**

Hempsons Solicitors  
40 Villers Street  
London  
WC2N 6NJ

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The trustees meet regularly to review the progress of the Charity and to make strategic decisions regarding its future. The day to day running of the Charity is delegated to staff.

The composition, size and skills of the board of trustees are regularly reviewed and new trustees are sought where an opportunity to enhance the board is identified. Vacancies for trustees may be advertised in the press or other suitable avenues or individuals may be identified by the board of trustees. A trustee shall be appointed by a resolution of the trustees. Appropriate training is provided to all Trustees.

A Trustee shall hold office for a term of five years from the date of his appointment at the end of which he or she shall retire, but shall be eligible for reappointment.

Focus groups, Committees and sub-Committees consisting of trustees, staff and external parties may be formed to undertake specific tasks, however any actions recommended by these groups are agreed by the full board of trustees and in accordance with the organisations governing documents prior to implementation.

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

**OBJECTIVES AND ACTIVITIES**

The Resurgence Trust exists to enable changes in worldviews so that humanity can be at ease with itself and in harmony with Nature.

In order to achieve this purpose, the objectives of the Charity are to advance the education of the public in all or any of the following subjects;

- The environment
- The conservation, protection and improvement of the physical and natural environment
- Arts
- Culture
- Spirituality
- Human values
- Any other subjects as may from time to time be determined by the Trustees or for such charitable purposes as the trustees may decide from time to time.

The main activities of the Charity are to promote education through publishing Resurgence & Ecologist magazine, organising events, conferences, seminars and promoting the aims and objectives of the Trust on its two websites: [www.resurgence.org](http://www.resurgence.org) & [www.theecologist.org](http://www.theecologist.org)

*Our vision*

We have a vision for a world in which economics enhances ecology, politics promotes peace and a culture of compassion where democracy ensures social justice; where spiritual fulfilment and material wellbeing are in balance and science is in constant conversation with wisdom; where corporate responsibility is central to business success; where human needs are met within the renewable capacity of the Earth and human rights are in sympathy with the rights of Nature. A vision of a world where art and philosophy expresses humanity's relationships with the Earth.

*Our aims*

*'Educate, inform, engage and inspire'*

Through the result of implementing our charitable objectives we aim to

- Raise awareness of the need and the opportunities for positive change.
- Inspire action
- Facilitate dialogue and debate.

**Public Benefit**

The trustees consider the objectives and activities meet the Charity Commission guidance on Public Benefit as the activities undertaken, and information published by the charity aim to educate the wider public in the areas mentioned above. Access to websites and information is available to all without requirements to subscriptions.

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

**ACHIEVEMENTS AND PERFORMANCE**

Resurgence & Ecologist Magazine

Central to the charitable purpose, vision and aims of The Resurgence Trust is its bi-monthly magazine, Resurgence & Ecologist. During the past year (2015-2016) the magazine, increasingly complemented by the charity's two websites, exemplified our concerns for the issues of environment, social justice, ethical living and the arts.

Particular publishing highlights were regular contributor Jonathon Porritt's assessment of Pope Francis's environmental encyclical; new contributor (and former environment editor of The Independent) Michael McCarthy's writings on the importance of joy in our understanding of - and relationship with - Nature; the journalist and author Christine Toomey's articles on new developments in compassion theory, the Guardian's chief economics commentator, Aditya Chakraborty's reports on poverty and social activism, and several 'themed' issues. These included:

- Go With the Flow: Water (November/December 2015), with contributions from Alok Jha, Chris Smith (former Cabinet minister and head of the Environment Agency), Rajendra Singh (winner of the 2015 Stockholm Water Prize) and the photographer Susan Derges;
- A Food Renaissance (January/February 2016). Leading advocates of more environmentally and social sustainable agriculture, including Vandana Shiva and Colin Tudge were among the contributors
- Walking Back to Happiness (March/April 2016). Articles examined the recreational, psychological, environmental, spiritual and social aspects of walking, with contributors including Jane MacNamee, Tom Hodgkinson and Dan Kieran.

As already mentioned, we have been fortunate to acquire new regular contributors with leading reputations as journalists and writers. The year's contributors also included articles by influential and expert figures in various fields. From politics, we had analysis from MPs such as Michael Meacher (one of his last pieces of writing before his death) and Caroline Lucas of the Green Party. From literature and the arts, we published articles from such writers as Philip Pullman, Blake Morrison and Miriam Darlington. We inaugurated a series of articles on the world's religions and their teachings on nature and the environment, and such figures as Rowan Williams, the former Archbishop of Canterbury, and Mark Goldring, chief executive of Oxfam UK, made connections between environmental and social justice issues.

As befits a magazine preparing to celebrate its 50th anniversary (in May 2016), we also began a series of articles from our archives, with authors ranging from Yehudi Menuhin to Leopold Kohr, one of the early supporters of Resurgence and the man credited with inspiring E F Schumacher with the idea that "Small is Beautiful". The magazine is produced by a very small staff - among whom our designer, Rachel Marsh, and Assistant Editor, Emma Cocker, deserve particular credit for its attractive appearance and illustrations - but continues to attract the enthusiasm of our readers and Trust members. Fifty years on, we believe that the spirit of Resurgence is alive and well in today's magazine.

# THE RESURGENCE TRUST

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2016

In addition to all our members receiving the magazine, there are around 130 institutional subscriptions to Resurgence & Ecologist magazine, mainly servicing universities and colleges. An institutional subscription enables all the students, researchers and staff to access the content of the magazine, plus the complete Ecologist archive and the partial Resurgence archive. These subscriptions enable us to reach a large number of people across the world, including staff and students in Australia, China, Europe, Japan and USA.

#### Events, conferences and seminars

The Resurgence Trust Summer Camp was held in July 2015 at Green & Away, an open air conference centre dedicated to providing an experience of sustainable and ecological living. This event is specifically designed to give members of the trust and like-minded individuals the opportunity to meet each other and come together in a relaxed environment. The event furthers the environmental and educational aims and aspects of the work of the trust by providing an effective forum for face-to-face communication, learning and solutions-based discussions on key environmental issues. Topics this year included Ecological Futures, Action for Happiness, Fracking, Indian Philosophy and Art, Positive Solutions around the World, and Changing Course for Life.

The camp is a place to hear inspirational speakers, to network, to participate in workshops, to meet the staff of the trust and to enjoy the positive rewards of being involved with a movement which works towards sustainable living.

In October 2015, we staged the fourth Resurgence & Ecologist Festival of Wellbeing at the Bishopsgate Institute, London. Unfortunately, with only very short notice before the event, the main room of the venue became in need of urgent repair. As we were unable to find a suitable alternative in time, the event was held in a smaller room within the venue and as such had to accept a smaller capacity. Nonetheless, there was a healthy turnout at the event. Speakers included **Natalie Bennett**, leader of the Green Party; **James Jones**, former Bishop of Liverpool; **Scilla Ellworthy**, founder of Peace Direct, **Iain McGilchrist**, author, and **Philippe Sands** QC. The feedback of the event remains positive and preparations are already underway for the next event, which will take place at St James's Church, Piccadilly.

In November 2015, we held our second Fundraising Dinner and Auction, at The Long Room, Lord's Cricket Ground. The event was sold out with 17 tables taken. We were thrilled as Rowan Williams, the former Archbishop of Canterbury was the guest of honour and keynote speaker. Music came from Paul and Chika Robertson. After costs, the event raised over £30,000 for the charity.

In addition to the events we have staged ourselves, Satish Kumar, our editor in chief has had the opportunity to speak to students, teachers and other interested parties at many events and organisations over the year including at Prince's School of Traditional Arts, Millfield School, Hawkwood College, Bristol Science Centre and Bija Vidyapeeth Earth University.

# **THE RESURGENCE TRUST**

## **TRUSTEES ANNUAL REPORT** *(continued)*

**YEAR ENDED 31 MARCH 2016**

### Website & online presence

The Resurgence Trust has two website platforms which support the work of the Trust.

The Resurgence website [www.resurgence.org](http://www.resurgence.org) is the main website for The Resurgence Trust. This website informs the public about the work of the trust, including Resurgence & Ecologist magazine and our events. The website provides educational resources in the form of articles from the magazine and also services our membership and provides information on how people can support the work of the trust. The editorial content on the website reflects the spiritual, cultural and artistic objectives of the trust and provides content which we consider to be more timeless. This year we have completed the task of digitalising the complete archive going back to the first issue of Resurgence published in May 1966 with plans to make the archive available to all our members.

The Ecologist website [www.theecologist.org](http://www.theecologist.org) supports and enhances the educational remit of the charity by providing up-to-date, independent information about environmental issues on a daily basis. The Ecologist website is updated with articles daily, providing news and news analysis on key environmental issues including climate change, farming, energy, food, health and ethical living. This is a free public service with an international reach and has a reputation for high quality journalism and integrity. In raising awareness about environmental issues, the Ecologist site plays a vital role in building a movement for change and also builds an important 'bridge' back to the work of The Resurgence Trust.

Since acquiring The Ecologist in 2012, the platform has enabled The Resurgence Trust to reach a wider and more international public audience, and dramatically increased our online presence.

#### **- Visitor numbers.**

At the end of the financial year, The Ecologist website had approximately 185,000 visitors a month from 219 different countries, an increase of 2,000 visitors a month. The social media following for the Ecologist continued to rise throughout the year. Twitter followers increased by 13% from 127,000 last year to 144,000. Over the same period, the number of Facebook likes increased by 29% from 199,000 to 256,000 by the end of the year.

Over the year, the Resurgence website had approximately 17,700 visitors a month from 154 countries, up from 15,900 per month last year. Facebook likes increased by 17%, from 7,300 to 8,521, and twitter followers increased by 30%, from 5,000 to 6,483 by the end of the year.

#### **- Social media reach**

As the figures above show, in addition to the two website, The Resurgence Trust has developed a strong, and ever growing, presence on Facebook and Twitter. These social media channels have enabled the trust to communicate ideas and information to a far more diverse audience.

# **THE RESURGENCE TRUST**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2016**

#### **A stronger voice for change through partnerships**

The Resurgence Trust has continued to work in partnership with other environmental organisations and NGO's working on social justice issues. Partnerships form a substantial part of our outreach strategy to disseminate information and highlight the work of The Resurgence Trust. Through key partnerships The Resurgence Trust is building a stronger movement for change.

This year, we have used the 50th anniversary of Resurgence as a springboard to develop closer partnerships with three key organisations as well as creating three key media partnerships. These partnerships will enable the Trust to increase awareness and optimise outreach opportunities for the coming year.

#### Oxfam

This year we have strengthened our partnership with Oxfam and have worked more closely to raise awareness about environmental and social issues. In addition to ensuring that Resurgence & Ecologist magazine are available in Oxfam bookshops nationwide, we have developed a partnership plan that will be implemented in the lead up to our 50th anniversary celebrations, to be held in Oxford in September 2016.

#### UPLIFT

A community of positive change-makers sharing positive news and inspirational events. Having grown out of a successful festival in Australia, UPLIFT is now a worldwide media channel co-presenting events around the globe. Part of our work with UPLIFT in 2014-15 has been to develop an afternoon programme as part of our R50 anniversary celebrations in Oxford.

#### Network of Wellbeing (NOW)

NOW (a registered charity) are committed to holistic wellbeing, believing that lasting wellbeing for individuals comes from how we care for our relationships with others and with the planet, and how we engage with the community that surrounds us. This year NOW supported our Festival of Wellbeing in London. We have developed a partnership arrangement with NOW, as they will also be key partners in our anniversary event: One Earth, One Humanity, One Future.

#### European Green Capital

The Resurgence Trust continued to work with organisations in Bristol during the city's year as the European Green Capital. These partnerships provided an additional platform to raise awareness about key environmental issues, with particular regard to the urban environment and development within cities.

#### Resurgence Poetry Prize

Founded in the spring of 2014 by the former UK Poet Laureate Sir Andrew Motion, actress and green campaigner Joanna Lumley, and entrepreneur and environmentalist Peter Phelps, the Resurgence Poetry Prize reflects the founders' shared passion for and commitment to poems that investigate and challenge the interrelationship between nature and human culture. The Prize is the world's major eco-poetry award. The awards are made each year for original and previously unpublished poems in English which embrace ecological themes. With total prize money of £8,000, the award ranks amongst the highest of any English language single poem competition. The Prize operates under the auspices of the Resurgence Trust, The Poetry Archive, and the environmental charity Earth Restoration

# THE RESURGENCE TRUST

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2016

Service, are also associated with the Prize. The Prize is governed by an executive board appointed by Resurgence Trust. During the year, the prize generated a donation to The Resurgence Trust of £221. Further information, including the winning poems for the 2015 prize can be found at <http://www.resurgenceprize.org/awards/>

The following partnerships have been consolidated in Bristol:

**Pukka Herbs:** have disseminated information through the Pukka Herbs networks. Pukka Herbs posted regular articles from Resurgence & Ecologist and from our Editor-in-Chief Satish Kumar on their website.

**Big Green Week:** Resurgence participated in events during Big Green Week, resulting in coverage about Resurgence & Ecologist magazine and the work of the Trust in the media, including online interviews with key members of the Resurgence team.

**Bristol Green Capital:** Resurgence & Ecologist shared information and ideas to raise the profile of green initiatives in Bristol.

**Triodos Bank:** the partnership included dissemination of information on ethical banking and coverage of Resurgence & Ecologist and activities of the trust to Triodos Bank customers.

#### Media Partners

During this financial year, we have laid the foundations to develop media partners in 2016.

Key media partnerships include: Positive TV, Permaculture and New Internationalist.

Through all these initiatives with partner organisations The Resurgence Trust is able to reach a far wider audience and build a movement for positive change.

#### **FINANCIAL REVIEW**

All figures below have been rounded to the nearest 1k and 1%

For the year ended March 2016 total incoming resources increased by 2% (£13k) and Resources expended decreased by 5% (£32k).

The most notable factors which contribute to the above changes lie in the following categories, Donations & Legacies (note 2), Income from charitable activities (note 3), Expenditure on raising funds (note 7) and Expenditure on charitable activities (notes 8/9).

Donations and legacies have increased by 25% (£41k) overall for the period. Unrestricted donations & grants have decreased by 26% (£29k) whilst restricted donations and grants have increased by 129% (£70k). The main reasons for this change is because we have been fundraising towards the R50 event, to be held in Oxford in September 2016 (see Looking Forward section) and towards marketing costs. Unrestricted donations have fallen, because many donors who would usually give unrestricted funds have instead been giving restricted funds towards these activities.

Income from charitable activities fell by 1% (£4k). Sales of our books, magazines and other materials increased by 13% (£10k). Unfortunately membership numbers, have fallen from 7,215 last year to 6,710 this year, and hence membership subscriptions income (note 3) has also fallen.

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

Sales of donated goods at our Charity Auction raised around half as much as last year (£26k), these are included within other trading income within the SOFA.

The number of members, along with our online presence and events attendance are considered KPI's as it represents our audience, and we wish to 'Educate, inform, engage and inspire' as wider audience as possible. Expenditure on raising funds has fallen by 10% (£5k), mainly due to two factors, the changing of venues for our Charity Auction and the reduced costs of the venue for our Festival of wellbeing due to the main hall not being available. Expenditure on charitable activities has fallen by 5% (£27k). Magazine and website costs have fallen by 10% (£32k) significant factors include to lower costs of servicing membership subscriptions due to having fewer members and also changing mailing house suppliers. Website running costs were lower due to higher development costs in prior periods. Support costs have increased by 9% (£5k) mainly due to increased professional fees, as we have had to migrate our membership subscriptions database to a new provider as our previous software provider went out of business and could no longer provide support, this was identified as a major business risk.

As a result of the factors above, net incoming resources for the year were £61k.

At the year-end, net funds carried forward have increased by 23% to £330k. Of these funds £106k are restricted in their use (note 19), it is worth bearing in mind that although net funds have increased this year by £61k this equates to the amount of restricted funds held for the R50 event which will be used in the next financial year.

Unrestricted income funds represent around 4.7 month's gross expenditure. It is our policy, where possible to increase cash reserves in order to ensure the ability to continue our activities and meet our obligations in the event of adverse conditions in the future. Cash funds are held in accordance with our reserves and investment policies (see policies section).

We believe that the overall financial performance for the year has been acceptable. We have significantly increased our restricted funds carried forwards, in anticipation of our R50 event in 2016/17, and we have maintained our general unrestricted funds at a similar level to last year (note 20), in order to maintain a sound financial base for the continuation of our charitable activities.

We remain aware that the continuing uncertainty surrounding global economic conditions may be considered unfavourable for charities, particularly in light of the Brexit decision, this may have less of a direct impact on ourselves, as we have very little exposure to currency rate risk and no overseas projects. However we are aware that full ramifications are as yet unknown, and emerging risks must be closely monitored. Any negative impact on economic conditions is likely to lead to many people having less discretionary income and so we continually seek to become more self-sufficient through strengthening income from sustainable charitable activities.

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

**Conclusion**

The Resurgence Trust has successfully maintained its programme of environmental educational activity, working within our means and maintaining a solid financial base.

Although we have not achieved one of our key targets, which is to increase memberships to the trust, the magazine and websites continue to be widely read and are valued for their independence, integrity and quality of information on environmental issues. Throughout this period, the online reach of The Resurgence Trust has increased, particularly through the effective use of social media platforms.

The events held by The Resurgence Trust have been successful, with good attendance and very positive feedback from participants. Overall, the trustees are satisfied that The Resurgence Trust has fulfilled the objectives of the charity over this period.

**PLANS FOR FUTURE PERIODS**

We aim to continually enhance the content of Resurgence & Ecologist magazine by expanding the contributor base of our magazine, we have been investing in attracting more well-known writers and improving the images within the magazine. In August 2016 Satish Kumar, will be stepping down as Editor-in-Chief of Resurgence & Ecologist magazine, He became the editor of Resurgence as it then was, in 1973 - currently a record in British journalism. Greg Neale, who joined the Resurgence Trust in 2014 as editor of the magazine, will be taking on the role.

We continually aim to strengthen the online presence of The Resurgence Trust through the two websites, [www.theecologist.org](http://www.theecologist.org) and [www.resurgence.org](http://www.resurgence.org), and create a stronger connection between these two platforms. We will be updating [www.resurgence.org](http://www.resurgence.org) early in the next financial year in order to make it more user friendly and to work better on mobile devices. Development of [www.theecologist.org](http://www.theecologist.org) was put on hold whilst we had discussions with our platform holder, some changes will be coming in the next financial year to improve the functionality of the website.

We have secured funding for and will be appointing a marketing officer early in the next financial year, we hope that this will halt the decline in membership numbers in 2016/17 and look to increase numbers from 2017/18

2016 marks the 50th anniversary of Resurgence magazine (now Resurgence & Ecologist), to celebrate this we will be holding a conference, One Earth, One Humanity, One future, at Worcester College, Oxford, celebrating the achievements of the movement for the environment and social justice over the past 50 years, and looking forward to the challenges ahead. Preparations for the event are already well underway and significant funds have been raised to finance the costs of the event. We are very excited about this unique opportunity.

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

**Thanks**

We would like to take this opportunity to thank all of our members for their ongoing support, our volunteers, who provide invaluable assistance at events, our trustees for their guidance and dedication, and all the individuals and organisations whose kind and generous donations and support has enabled The Resurgence Trust to continue its important work.

We value the support and goodwill of all our members, supporters and trustees equally, even though it is not possible for us to thank every single one of you by name within this space.

**Policies**

The Resurgence Trust operates a wide range of policies which exist in order to facilitate the effective running of the organisation. A summary of our main policies and their purpose is set out below.

Reserves Policy

The Resurgence Trust operates a risk based reserves & investment policy developed in order to mitigate, so far as possible, identified risks relating to reserves and investment in the following four areas

1. Short Term cash management - planning investments so as to ensure sufficient liquid funds are available to meet obligations when they become due.
2. Medium Term cash management - the establishment and maintenance of a 'resilience reserve', to enable the organisation to meet its obligations in the event of a sustained net outflow of resources and allow sufficient time to undertake remedial action.
3. Deferred income - ensuring that income is not recognised before any obligations associated with the income are discharged.
4. Investment - ensuring that investments are appropriate in terms of risk, returns and ethical principles. We aim to increase cash reserves where possible in order to allow us the flexibility and time to react in the event of an unexpected and sustained drop in incoming resources or increased expenditure

Investment Policy

In order to avoid the identified risks of;

- Supporting, through investment, organisations whose operations and/or principles are not considered concurrent with the ethos of The Resurgence Trust; and
- Financial losses through inappropriate investments.

The only investments currently made by The Resurgence Trust are fixed term deposits in interest bearing accounts with Triodos Bank.

The Resurgence Trust will seek to obtain the best rates of return for any investments, however the rate of return is considered of secondary importance to the ethical implications of the investment.

Appropriate professional advice is sought whenever new investments are considered.

# THE RESURGENCE TRUST

## TRUSTEES ANNUAL REPORT *(continued)*

### YEAR ENDED 31 MARCH 2016

#### Risk Policy

We assess the risks that we face and implement procedures to manage those risks, in order to protect the wellbeing of our organisation and our stakeholders (those who can affect or be affected by the actions of an organisation).

Whilst it is impossible to identify every risk that our organisation faces; the purpose of our risk management policy is to identify those risks which expose our organisation to potentially significant adverse consequences or 'major risks'.

Therefore the risk policies of The Resurgence Trust provide a framework for

1. Identifying risks
2. Assessing risks
3. Identification and evaluation of suitable responses to assessed risks
4. Periodic monitoring and assessment
5. Allocating responsibility for Risk

The identification and management of risks is an ongoing process and is supported by the maintenance of a Risk Register and a dedicated sub-committee which reports to the full board of trustees.

| <u>Risk</u>                                         | <u>Potential Impact</u>                                                                                                                                                                                          | <u>Mitigating actions</u>                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Failure to comply with legislation and regulations: | Fines & penalties<br><br>Reputational Damage                                                                                                                                                                     | Appropriate staff training<br><br>Obtain external professional advice<br><br>Retention of appropriate records and communications, including the minutes of meetings.<br><br>Annual Independent examination of financial statements.                                           |
| Inadequate Cash Flow                                | Inability to meet obligations as they become due leading to possible<br>-suspension/loss of services (e.g. utilities)<br>-breach of contracts<br>-inability to fulfil objectives<br>-loss of goodwill/reputation | Production of budgets and cash flow forecasts to identify funding requirements.<br><br>Regular management reports presented to senior staff and at trustees' meetings<br><br>Adherence to reserves policy including the establishment & maintenance of a 'resilience reserve' |

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

|                                                                                    |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Insufficient fundraising                                                           | <p>Inability to meet financial obligations</p> <p>loss of key staff</p> <p>Inability to meet objectives</p>                                                                  | <p>Production of cash flow forecasts to identify funding requirements and ensure sufficient liquid funds</p> <p>Regular management reports to enable early detection of problems to allow planning time</p> <p>Maintaining good relationships with key funders.</p> <p>Continual focus on decreasing reliance on donations by increasing revenues from sustainable charitable activities</p> |
| Declining membership numbers and associated income from core charitable activities | <p>Inability to meet financial obligations due to reduced income.</p> <p>Reduced relevance of the organisation</p> <p>Failure to achieve objectives</p>                      | <p>Reviewing charitable activities to ensure they align with our objectives</p> <p>Employing dedicated marketing officer</p> <p>Development of partnerships with other organisations</p>                                                                                                                                                                                                     |
| Corruption/Loss of data, including our membership database                         | <p>Extreme Disruption, very difficult to re-create from other sources</p> <p>Impossible to communicate with members without it</p> <p>High loss of goodwill from members</p> | <p>Onsite and offsite backups</p> <p>Support contracts in place with software providers</p>                                                                                                                                                                                                                                                                                                  |
| Loss of Key Personnel                                                              | <p>Increased training costs for replacement personnel</p> <p>Reduction in staff morale</p> <p>Loss of Focus</p> <p>Loss of Skills</p>                                        | <p>Staff Contracts including required notice periods to allow handover of duties</p> <p>Review of salary levels in accordance with remuneration policy objectives</p> <p>Adequate succession planning, including for Satish Kumar's retirement</p>                                                                                                                                           |

**THE RESURGENCE TRUST**  
**TRUSTEES ANNUAL REPORT** *(continued)*  
**YEAR ENDED 31 MARCH 2016**

Remuneration Policy

Remuneration of staff members is based on an adopted set of principles and objectives, a summary of which is set out below;

**Objectives & Principles**

- Attract & Retain - Remuneration should be set at a level suitable to attract and retain staff of suitable skill levels and experience relative to the position held.
- Equity - Remuneration levels should be seen as fair.
- Discrimination - The organisation will adhere to all statutory requirements as set out in employment law and the Equality Act 2010.
- Ethics and acceptability to stakeholders - Low remuneration may be seen as exploitative and therefore unethical, high remuneration may be seen as excessive and an inappropriate use of charity funds.
- Financial sustainability - the ability of the organisation to meet future obligations must be considered when setting levels of remuneration.
- Disclosure & transparency - All disclosures will be made in accordance with statutory requirements.

For recruitment of senior positions, the remuneration package and job description will be approved by the trustees prior to commencing recruitment. Members of the board of trustees may form part of the interview panel.

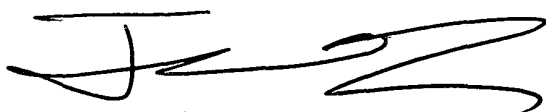
For recruitment of junior or temporary positions, the authority for establishing the job description and setting remuneration levels will be delegated to senior management following the objectives & principles above.

No person may set their own remuneration, employees may discuss and negotiate remuneration, but the final decision must always rest with the trustees or senior management where authority has been delegated.

Senior management is authorised to make inflation related amendments to employee's remuneration levels and changes to employees working patterns. Other changes must be authorised by the trustees

Any changes to remuneration packages must be consistent with the objectives and principles set out above.

Signed on behalf of the trustees



James Sainsbury  
Trustee  
19/10/2016

Josephine Amankwah  
Trustee



# **THE RESURGENCE TRUST**

## **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF THE RESURGENCE TRUST**

**YEAR ENDED 31 MARCH 2016**

I report on the accounts of the company for the year ended 31 March 2016 which are set out on pages 16 to 28.

### **RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER**

The trustees (who are also the directors of the Resurgence Trust for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of ICAEW.

Having satisfied myself that the company 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 company 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**

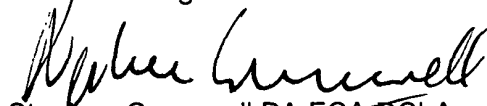
In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- 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; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Stephen Cresswell BA FCA DChA  
Independent examiner  
96 High Street  
Ilfracombe  
EX34 9NH

*31 October 2016*

# THE RESURGENCE TRUST

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 MARCH 2016

|                                            | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2016<br>£ | Total Funds<br>2015<br>£ |
|--------------------------------------------|------|----------------------------|--------------------------|--------------------------|--------------------------|
| <b>INCOME AND<br/>ENDOWMENTS</b>           |      |                            |                          |                          |                          |
| Donations and legacies                     | 2    | 81,813                     | 123,800                  | 205,613                  | 164,893                  |
| Income from charitable<br>activities       | 3    | 353,680                    | —                        | 353,680                  | 358,040                  |
| Other trading activities                   | 4    | 50,896                     | —                        | 50,896                   | 74,435                   |
| Investment income                          | 5    | 2,185                      | 430                      | 2,615                    | 2,780                    |
| Other income                               | 6    | 15,764                     | —                        | 15,764                   | 15,219                   |
| <b>TOTAL INCOME</b>                        |      | <b>504,338</b>             | <b>124,230</b>           | <b>628,568</b>           | <b>615,367</b>           |
| <b>EXPENDITURE</b>                         |      |                            |                          |                          |                          |
| Expenditure on raising funds:              |      |                            |                          |                          |                          |
| Costs of raising<br>donations and legacies | 7    | (37,983)                   | (5,500)                  | (43,483)                 | (48,402)                 |
| Expenditure on<br>charitable activities    | 8/9  | (475,787)                  | (47,306)                 | (523,093)                | (550,337)                |
| Other expenditure                          | 10   | (953)                      | —                        | (953)                    | (319)                    |
| <b>TOTAL EXPENDITURE</b>                   |      | <b>(514,723)</b>           | <b>(52,806)</b>          | <b>(567,529)</b>         | <b>(599,058)</b>         |
| <b>NET INCOME BEFORE<br/>TRANSFER</b>      |      | <b>(10,385)</b>            | <b>71,424</b>            | <b>61,039</b>            | <b>16,309</b>            |
| Transfer between funds                     | 13   | 1,000                      | (1,000)                  | —                        | —                        |
| <b>NET INCOME FOR THE<br/>YEAR</b>         |      | <b>(9,385)</b>             | <b>70,424</b>            | <b>61,039</b>            | <b>16,309</b>            |
| <b>RECONCILIATION OF<br/>FUNDS</b>         |      |                            |                          |                          |                          |
| Total funds brought forward                |      | 233,736                    | 35,315                   | 269,051                  | 252,742                  |
| <b>TOTAL FUNDS CARRIED<br/>FORWARD</b>     |      | <b>224,351</b>             | <b>105,739</b>           | <b>330,090</b>           | <b>269,051</b>           |

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

All of the above amounts relate to continuing activities.

2015 restricted income and expenditure is split as disclosed in notes 2- 8 within these financial statements.

The notes on pages 19 to 28 form part of these financial statements.

# THE RESURGENCE TRUST

## BALANCE SHEET

31 MARCH 2016

|                                                       | Note | 2016<br>£             | 2015<br>£             |
|-------------------------------------------------------|------|-----------------------|-----------------------|
| <b>FIXED ASSETS</b>                                   |      |                       |                       |
| Tangible assets                                       | 15   | 11,501                | 12,963                |
| <b>CURRENT ASSETS</b>                                 |      |                       |                       |
| Stocks                                                | 16   | 5,574                 | 4,804                 |
| Debtors                                               | 17   | 58,514                | 69,324                |
| Cash at bank and in hand                              |      | 437,420               | 356,547               |
|                                                       |      | <u>501,508</u>        | <u>430,675</u>        |
| <b>CREDITORS: Amounts falling due within one year</b> | 18   | <u>(182,919)</u>      | <u>(174,587)</u>      |
| <b>NET CURRENT ASSETS</b>                             |      | <b>318,589</b>        | <b>256,088</b>        |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>          |      | <b><u>330,090</u></b> | <b><u>269,051</u></b> |
| <b>NET ASSETS</b>                                     |      | <b><u>330,090</u></b> | <b><u>269,051</u></b> |
| <b>FUNDS OF THE CHARITY</b>                           |      |                       |                       |
| Restricted income funds                               | 19   | 105,739               | 35,315                |
| Unrestricted income funds                             | 20   | 224,351               | 233,736               |
| <b>TOTAL CHARITY FUNDS</b>                            |      | <b><u>330,090</u></b> | <b><u>269,051</u></b> |

For the year ended 31 March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements were approved by the members of the committee and authorised for issue on the 19/10/2016 and are signed on their behalf by:




James Sainsbury                      Josephine Amankwah  
Trustee                                      Trustee

Company Registration Number: 5821436

The notes on pages 19 to 28 form part of these financial statements.

# THE RESURGENCE TRUST

## CASH FLOW STATEMENT

YEAR ENDED 31 MARCH 2016

|                                                                                    | 2016<br>£      | 2015<br>£       |
|------------------------------------------------------------------------------------|----------------|-----------------|
| <b>RECONCILIATION OF NET INCOME TO NET CASH<br/>FLOW FROM OPERATING ACTIVITIES</b> |                |                 |
| Net income before transfers                                                        | 61,039         | 16,309          |
| Income from Investments                                                            | (2,615)        | (2,780)         |
| Loss on disposal of fixed assets                                                   | 953            | 319             |
| Depreciation                                                                       | 1,639          | 2,022           |
| Decrease/(Increase) in stocks                                                      | (770)          | 1,354           |
| Decrease/(Increase) in debtors                                                     | 10,796         | (10,040)        |
| Increase in creditors                                                              | 8,332          | 13,452          |
| Net cash inflow/(outflow) from operating activities                                | <u>79,374</u>  | <u>(20,636)</u> |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                        |                |                 |
| Interest received                                                                  | 2,629          | 2,944           |
| Purchase of property, plant and equipment                                          | (1,284)        | (624)           |
| Receipts from sale of fixed assets                                                 | <u>152</u>     | <u>-</u>        |
| Net cash inflow from returns on investments and<br>servicing of finance            | 1,497          | 2,320           |
| <b>CHANGE IN CASH AND CASH EQUIVALENTS IN<br/>REPORTING PERIOD</b>                 | <u>80,871</u>  | <u>22,956</u>   |
| <b>CASH AND CASH EQUIVALENTS AT BEGINNING<br/>OF YEAR</b>                          | <u>356,547</u> | <u>333,591</u>  |
| <b>CASH AND CASH EQUIVALENTS AT END OF<br/>YEAR</b>                                | <u>437,420</u> | <u>356,547</u>  |

The notes on pages 19 to 28 form part of these financial statements.

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**1. ACCOUNTING POLICIES**

**1.1 Basis of accounting**

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets and investments measured at market value. The financial statements have been prepared in accordance with FRS102, the Charities SORP (FRS102) and the requirements of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Charities SORP (FRS102). The charity transitioned to FRS102 as at 1 April 2014, there have been no transitional changes required. The financial statements are prepared in sterling which is the functional currency of the charity.

**1.2 Fund accounting**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specific purpose and which the charity may use for its purpose at its discretion.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

**1.3 Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates;

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises these 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.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**1. ACCOUNTING POLICIES** *(continued)*

**1.4 Fixed assets**

Tangible fixed assets costing more than £100 are capitalised and included at cost including any incidental expenses of acquisition.

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows;

|                                  |   |                      |
|----------------------------------|---|----------------------|
| Plant and machinery              | - | 15% reducing balance |
| Fixtures, fittings and equipment | - | 10% reducing balance |

**1.5 Stocks**

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

**1.6 Foreign currencies**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange prevailing at the accounting date. Transactions in foreign currencies are recorded at the date of the transactions. All differences are taken to the statement of financial activities.

**1.7 Incoming resources**

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Gifts donated for resale are included as incoming resources within activities for generating funds when they are sold.

Income from the magazine and the website is accounted for in the period to which they relate, any memberships received in advance being deferred.

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**2. DONATIONS AND LEGACIES**

|                                 | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Total Funds<br>2016<br>£ |
|---------------------------------|-------------------------|-----------------------|--------------------------|
| <b>Donations</b>                |                         |                       |                          |
| Donations                       | 55,872                  | –                     | 55,872                   |
| Restricted donations and grants | –                       | 123,550               | 123,550                  |
| <b>Gifts</b>                    |                         |                       |                          |
| Tax refunds - Gift Aid          | 25,941                  | 250                   | 26,191                   |
|                                 | <u>81,813</u>           | <u>123,800</u>        | <u>205,613</u>           |

|                                 | Unrestricted Funds<br>£ | Restricted Funds<br>£ | Total Funds<br>2015<br>£ |
|---------------------------------|-------------------------|-----------------------|--------------------------|
| <b>Donations</b>                |                         |                       |                          |
| Donations                       | 80,606                  | –                     | 80,606                   |
| Restricted donations and grants | –                       | 54,010                | 54,010                   |
| <b>Gifts</b>                    |                         |                       |                          |
| Tax refunds - Gift Aid          | 30,277                  | –                     | 30,277                   |
|                                 | <u>110,883</u>          | <u>54,010</u>         | <u>164,893</u>           |

**3. INCOME FROM CHARITABLE ACTIVITIES**

|                                 | Unrestricted Funds<br>£ | Total Funds<br>2016<br>£ | Unrestricted Funds<br>£ | Total Funds<br>2015<br>£ |
|---------------------------------|-------------------------|--------------------------|-------------------------|--------------------------|
| Book, magazine and other sales  | 83,446                  | 83,446                   | 73,819                  | 73,819                   |
| Membership subscriptions income | 201,481                 | 201,481                  | 213,758                 | 213,758                  |
| Advertising                     | 49,488                  | 49,488                   | 49,032                  | 49,032                   |
| Event income                    | 19,265                  | 19,265                   | 21,431                  | 21,431                   |
|                                 | <u>353,680</u>          | <u>353,680</u>           | <u>358,040</u>          | <u>358,040</u>           |

**4. OTHER TRADING ACTIVITIES**

|                       | Unrestricted Funds<br>£ | Total Funds<br>2016<br>£ | Unrestricted Funds<br>£ | Total Funds<br>2015<br>£ |
|-----------------------|-------------------------|--------------------------|-------------------------|--------------------------|
| Events                | 24,600                  | 24,600                   | 21,450                  | 21,450                   |
| Sale of donated goods | 26,296                  | 26,296                   | 52,985                  | 52,985                   |
|                       | <u>50,896</u>           | <u>50,896</u>            | <u>74,435</u>           | <u>74,435</u>            |

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

|                                                       |                           |                           |                    |
|-------------------------------------------------------|---------------------------|---------------------------|--------------------|
| <b>5. INVESTMENT INCOME</b>                           | <b>Unrestricted Funds</b> | <b>Restricted Funds</b>   | <b>Total Funds</b> |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>2016</b>        |
| Bank interest receivable                              | <u>2,185</u>              | <u>430</u>                | <u>2,615</u>       |
|                                                       | <b>Unrestricted Funds</b> | <b>Restricted Funds</b>   | <b>Total Funds</b> |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>2015</b>        |
| Bank interest receivable                              | <u>2,337</u>              | <u>443</u>                | <u>2,780</u>       |
| <b>6. OTHER INCOME</b>                                |                           |                           |                    |
|                                                       | <b>Unrestricted Funds</b> | <b>Unrestricted Funds</b> | <b>Total Funds</b> |
|                                                       | <b>2016</b>               | <b>2015</b>               | <b>2015</b>        |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>£</b>           |
| Other income                                          | <u>15,764</u>             | <u>15,219</u>             | <u>15,219</u>      |
| <b>7. COSTS OF RAISING DONATIONS AND LEGACIES</b>     |                           |                           |                    |
|                                                       | <b>Unrestricted Funds</b> | <b>Restricted Funds</b>   | <b>Total Funds</b> |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>2016</b>        |
| Event costs                                           | <u>37,983</u>             | <u>5,500</u>              | <u>43,483</u>      |
|                                                       | <b>Unrestricted Funds</b> | <b>Restricted Funds</b>   | <b>Total Funds</b> |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>2015</b>        |
| Event costs                                           | <u>40,691</u>             | <u>7,711</u>              | <u>48,402</u>      |
| <b>8. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE</b> |                           |                           |                    |
|                                                       | <b>Unrestricted Funds</b> | <b>Restricted Funds</b>   | <b>Total Funds</b> |
|                                                       | <b>£</b>                  | <b>£</b>                  | <b>2016</b>        |
| Magazine and website costs                            | 236,059                   | 41,598                    | 277,657            |
| Staff costs                                           | 177,012                   | 5,708                     | 182,720            |
| Support costs                                         | <u>62,716</u>             | <u>—</u>                  | <u>62,716</u>      |
|                                                       | <u>475,787</u>            | <u>47,306</u>             | <u>523,093</u>     |

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**8. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE** *(continued)*

|                            | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2015<br>£ |
|----------------------------|----------------------------|--------------------------|--------------------------|
| Magazine and website costs | 290,303                    | 19,339                   | 309,642                  |
| Staff costs                | 157,532                    | 25,490                   | 183,022                  |
| Support costs              | 57,673                     | —                        | 57,673                   |
|                            | <u>505,508</u>             | <u>44,829</u>            | <u>550,337</u>           |

**9. COSTS OF CHARITABLE ACTIVITIES BY ACTIVITY TYPE**

|                            | Activities<br>undertaken<br>directly<br>£ | Support<br>costs<br>£ | Total Funds<br>2016<br>£ | Total Funds<br>2015<br>£ |
|----------------------------|-------------------------------------------|-----------------------|--------------------------|--------------------------|
| Magazine and website costs | 277,657                                   | 62,716                | 340,373                  | 367,315                  |
| Staff costs                | 182,720                                   | —                     | 182,720                  | 183,022                  |
|                            | <u>460,377</u>                            | <u>62,716</u>         | <u>523,093</u>           | <u>550,337</u>           |

**10. OTHER EXPENDITURE**

|                                                                      | Unrestricted<br>Funds<br>£ | Total Funds<br>2016<br>£ | Unrestricted<br>Funds<br>£ | Total Funds<br>2015<br>£ |
|----------------------------------------------------------------------|----------------------------|--------------------------|----------------------------|--------------------------|
| Losses on disposal of tangible<br>fixed assets for charity's own use | 953                        | 953                      | 319                        | 319                      |

**11. ANALYSIS OF SUPPORT COSTS**

|                                  | Charitable<br>activities<br>£ | Total 2015<br>£ |
|----------------------------------|-------------------------------|-----------------|
| Sales commission payments        | 22,894                        | 13,796          |
| Insurance                        | 834                           | 901             |
| Sundries                         | 1,815                         | 1,744           |
| Recruitment expenses             | 235                           | 475             |
| Hotels                           | 148                           | 500             |
| Travelling                       | 2,192                         | 1,927           |
| Printing, postage and stationery | 5,957                         | 7,397           |
| Training                         | 1,726                         | 436             |
| Insurance                        | 896                           | 929             |
| Premises expenses                | 3,078                         | 3,833           |
| Telephone and internet           | 4,322                         | 3,900           |
| Exchange gains/(losses)          | 194                           | (46)            |
| Repairs and renewals             | 1,414                         | 1,066           |

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**11. ANALYSIS OF SUPPORT COSTS** *(continued)*

|                         | <b>Charitable<br/>activities<br/>£</b> | <b>Total 2015<br/>£</b> |
|-------------------------|----------------------------------------|-------------------------|
| Balance brought forward | <b>45,705</b>                          | 36,858                  |
| Accountancy fees        | <b>1,300</b>                           | 3,100                   |
| Depreciation            | <b>1,791</b>                           | 2,022                   |
| Bad debts provision     | <b>773</b>                             | 1,580                   |
| Rent                    | <b>6,000</b>                           | 6,000                   |
| Subscriptions           | <b>524</b>                             | 210                     |
| Subsistence             | <b>418</b>                             | 1,001                   |
| Financial charges       | <b>6,205</b>                           | 6,902                   |
|                         | <b><u>62,716</u></b>                   | <u>57,673</u>           |

**12. STAFF COSTS ALLOCATED TO ACTIVITIES**

|            | <b>Magazine<br/>£</b> | <b>Website<br/>£</b> | <b>Other<br/>sales<br/>£</b> | <b>Events<br/>£</b>  | <b>Total 2016<br/>£</b> |
|------------|-----------------------|----------------------|------------------------------|----------------------|-------------------------|
| Time spent | <b><u>118,921</u></b> | <b><u>27,443</u></b> | <b><u>1,830</u></b>          | <b><u>34,526</u></b> | <b><u>182,720</u></b>   |

**13. FUND TRANSFERS**

During the year £1,000 was transferred from the Misc. projects, restricted funds to unrestricted funds as the original restriction on the funds had been lifted.

**14. STAFF COSTS AND EMOLUMENTS**

**Total staff costs were as follows:**

|                       | <b>2016<br/>£</b>     | <b>2015<br/>£</b> |
|-----------------------|-----------------------|-------------------|
| Wages and salaries    | <b>171,741</b>        | 171,607           |
| Social security costs | <b>10,979</b>         | 11,415            |
|                       | <b><u>182,720</u></b> | <u>183,022</u>    |

During the year expenses were reimbursed to one of the Trustees totalling £84 for refunded travel expenses.

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**14. STAFF COSTS AND EMOLUMENTS** *(continued)*

**Particulars of employees:**

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

|                  | 2016      | 2015      |
|------------------|-----------|-----------|
|                  | No.       | No.       |
| Editorial        | 2         | 2         |
| Membership       | 3         | 3         |
| Administration   | 3         | 3         |
| Website & events | 1         | 2         |
| PR & marketing   | 1         | 1         |
|                  | <u>10</u> | <u>11</u> |

The average monthly number of employees (including the trustees) during the year, calculated on the basis of full time equivalents, was 8 full time (2015: 8) and 2 part time (2015: 2)

No employee received remuneration of more than £60,000 during the year (2015 - Nil).

**15. TANGIBLE FIXED ASSETS**

|                         | Equipment<br>£ | Fixtures &<br>Fittings<br>£ | Total<br>£    |
|-------------------------|----------------|-----------------------------|---------------|
| <b>COST</b>             |                |                             |               |
| At 1 April 2015         | 17,472         | 9,141                       | 26,613        |
| Additions               | 1,284          | –                           | 1,284         |
| Disposals               | (2,400)        | –                           | (2,400)       |
| <b>At 31 March 2016</b> | <u>16,356</u>  | <u>9,141</u>                | <u>25,497</u> |
| <b>DEPRECIATION</b>     |                |                             |               |
| At 1 April 2015         | 8,606          | 5,046                       | 13,652        |
| Charge for the year     | 1,229          | 410                         | 1,639         |
| On disposals            | (1,295)        | –                           | (1,295)       |
| <b>At 31 March 2016</b> | <u>8,540</u>   | <u>5,456</u>                | <u>13,996</u> |
| <b>NET BOOK VALUE</b>   |                |                             |               |
| <b>At 31 March 2016</b> | <u>7,816</u>   | <u>3,685</u>                | <u>11,501</u> |
| At 31 March 2015        | <u>8,866</u>   | <u>4,095</u>                | <u>12,961</u> |

**16. STOCKS**

|       | 2016         | 2015         |
|-------|--------------|--------------|
|       | £            | £            |
| Stock | <u>5,574</u> | <u>4,804</u> |

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**17. DEBTORS**

|               | 2016          | 2015          |
|---------------|---------------|---------------|
|               | £             | £             |
| Trade debtors | 17,429        | 34,945        |
| Other debtors | 9,165         | 9,124         |
| Prepayments   | 31,920        | 25,255        |
|               | <u>58,514</u> | <u>69,324</u> |

**18. CREDITORS: Amounts falling due within one year**

|                              | 2016           | 2015           |
|------------------------------|----------------|----------------|
|                              | £              | £              |
| Trade creditors              | 21,094         | 16,179         |
| Taxation and social security | 3,354          | 3,688          |
| Other creditors              | 1,133          | 775            |
| Accruals and deferred income | 157,338        | 153,945        |
|                              | <u>182,919</u> | <u>174,587</u> |

**19. RESTRICTED INCOME FUNDS**

|                                 | Balance at<br>1 Apr 2015 | Income         | Expenditure     | Transfers      | Balance at<br>31 Mar 2016 |
|---------------------------------|--------------------------|----------------|-----------------|----------------|---------------------------|
|                                 | £                        | £              | £               | £              | £                         |
| Websites                        | 4,480                    | 17,074         | (15,778)        | –              | 5,776                     |
| Events                          | –                        | 5,500          | (5,500)         | –              | –                         |
| Tedworth<br>50th<br>Anniversary | 6,545                    | –              | (6,545)         | –              | –                         |
| Magazine                        | 14,018                   | 46,557         | –               | –              | 60,575                    |
| Marketing &<br>Promotion        | –                        | 10,030         | (4,594)         | –              | 5,436                     |
| Misc projects                   | 9,272                    | 40,069         | (15,389)        | –              | 33,952                    |
|                                 | 1,000                    | 5,000          | (5,000)         | (1,000)        | –                         |
|                                 | <u>35,315</u>            | <u>124,230</u> | <u>(52,806)</u> | <u>(1,000)</u> | <u>105,739</u>            |

# THE RESURGENCE TRUST

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR ENDED 31 MARCH 2016

#### 19. RESTRICTED INCOME FUNDS *(continued)*

##### - Websites

During the year, the Resurgence Trust received funds to assist with the costs of running, maintaining & producing content for the two websites run by the charity. [www.resurgence.org](http://www.resurgence.org) and [www.theecologist.org](http://www.theecologist.org)

##### - Events

Funds received and spent during the year relate to the fourth 'Festival of Wellbeing' held in October 2015 and the Fundraising auction held in November 2015.

##### - Tedworth donation

To employ a Marketing & PR manager in order to raise the profile of the Resurgence Trust and to form links with other like-minded organisations. This role now includes many aspects of fundraising

##### - 50th Anniversary

During the past 2 years The Charity has been fundraising to assist with the costs of staging a large event which will take place in Oxford in September 2016. The event is to celebrate the 50th Anniversary of Resurgence, the impact and achievements of the wider environmental movement to date and look forward the future. These funds will be used during the 2016/17 financial year

##### - Magazine

During the year the charity received funds towards the costs of producing the magazine. A strategic decision to improve the quality of the magazine has meant increased costs relating to editorial content (writers' fees) and images. These funds have been used to assist with these increased costs.

##### - Marketing & Promotion

The Charity is continually working on increasing its profile and has received monies specifically for the marketing & promotion of the Resurgence Trust. During the year we undertook minimal promotional activities. The majority of these funds have been earmarked for expenditure during the 16/17 financial year when a new marketing manager will be in place.

#### 20. UNRESTRICTED INCOME FUNDS

|               | Balance at<br>1 Apr 2015 | Income         | Expenditure      | Transfers    | Balance at<br>31 Mar 2016 |
|---------------|--------------------------|----------------|------------------|--------------|---------------------------|
|               | £                        | £              | £                | £            | £                         |
| General Funds | <u>233,736</u>           | <u>504,338</u> | <u>(514,723)</u> | <u>1,000</u> | <u>224,351</u>            |

**THE RESURGENCE TRUST**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2016**

**21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                                  | Tangible<br>fixed assets<br>£ | Net current<br>assets/<br>(liabilities)<br>£ | Total<br>£     |
|----------------------------------|-------------------------------|----------------------------------------------|----------------|
| <b>Restricted Income Funds:</b>  |                               |                                              |                |
| Websites                         | —                             | 5,776                                        | 5,776          |
| 50th Anniversary                 | —                             | 60,575                                       | 60,575         |
| Magazine                         | —                             | 5,436                                        | 5,436          |
| Marketing & Promotion            | —                             | 33,952                                       | 33,952         |
|                                  | —                             | <u>105,739</u>                               | <u>105,739</u> |
| <b>Unrestricted Income Funds</b> | <u>11,501</u>                 | <u>212,850</u>                               | <u>224,351</u> |
| <b>Total Funds</b>               | <u>11,501</u>                 | <u>318,589</u>                               | <u>330,090</u> |

**22. RELATED PARTY TRANSACTIONS**

During the year the Resurgence Trust received a £35,000 donation from the Tedworth Charitable Trust (2015: £35,000). James Sainsbury is a trustee of both charities.

Also during the year, the Resurgence Trust received a £15,000 donation from the Staple Trust (2015: £Nil). James Sainsbury is a trustee of both charities.

During the year the charity also received a donation of £3,000 from the Network of Wellbeing (2015: £5,000). Satish Kumar, the secretary of the Resurgence Trust is a trustee of the Environmental Research Association which help and advise the Network of Wellbeing's work.

In 2015 Satish Kumar, the secretary donated £200 to the charity.

During the year consultancy expenses of £350 were paid to Tony Juniper, a trustee. This payment was approved by the other trustees.