

SHANNON TRUST
(Company limited by guarantee no. 5906258
registered charity no. 1117249)

**TRUSTEES' ANNUAL REPORT
AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2018**



SHANNON TRUST

(Company limited by guarantee no. 5906258, registered charity no. 1117249)

REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2018

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SHANNON TRUST

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS For the year ended 31 December 2018

Company reg. no.	5906258				
Charity reg. no.	1117249				
Registered office	The Foundry 17 - 19 Oval Way London SE11 5RR				
Trustees	<p>The trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:</p> <p>S M O'Hara Chair E Astle Deputy Chair J-M Garcia-Alvarez Treasurer R Newman H Bowden B Porter J Bensted E Milburn C Argar W Payne J Killen appointed 30th August 2018 K Bhattacharya resigned 3rd December 2018</p>				
Key management personnel	Angela Cairns CEO				
Bankers	<table><tr><td>CAF Bank Ltd 25 Kings Hill Avenue Kent ME19 4JQ</td><td>Virgin Money plc 30-31 Haymarket London SW1Y 4EX</td></tr><tr><td>Aldermore Bank PLC 1st Floor, Block B Western House Lynch Wood Peterborough, PE2 6F2</td><td>Nationwide Building Society Kings Park Road Moulton Park Northampton, NN3 6NWY</td></tr></table>	CAF Bank Ltd 25 Kings Hill Avenue Kent ME19 4JQ	Virgin Money plc 30-31 Haymarket London SW1Y 4EX	Aldermore Bank PLC 1st Floor, Block B Western House Lynch Wood Peterborough, PE2 6F2	Nationwide Building Society Kings Park Road Moulton Park Northampton, NN3 6NWY
CAF Bank Ltd 25 Kings Hill Avenue Kent ME19 4JQ	Virgin Money plc 30-31 Haymarket London SW1Y 4EX				
Aldermore Bank PLC 1st Floor, Block B Western House Lynch Wood Peterborough, PE2 6F2	Nationwide Building Society Kings Park Road Moulton Park Northampton, NN3 6NWY				
Independent Examiner	Richard Billingham FCA Knox Cropper LLP Chartered Accountants 65 Leadenhall Street London EC3A 2AD				
Accountants	NfP Accountants Ltd No. 38, 52 Peckham Grove London SE15 6FR				

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

The Trustees (who are the Directors of the charitable company for the purposes of the Companies Act), present their combined Directors' report and Trustees' annual report (as required by company and charity law), together with the financial statements of Shannon Trust for year ended 31 December 2018. The Trustees confirm that the annual report and financial statements of the charity comply with current statutory requirements, the requirements of the charity's governing document, and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015).

The reference and administrative information set out on page 1 forms part of this report.

Objectives and activities

Purposes and aims

The Charity's Objects are specifically restricted to the promotion of:

- the advancement of education;
- the rehabilitation of offenders;
- the relief of financial hardship sickness and distress of inmates or former inmates and their families in prisons, young offenders' institutions, secure units in high security psychiatric or other hospital units and offenders or former offenders subject to non-custodial community orders in the United Kingdom; and
- literacy schemes and similar educational initiatives.

Our Vision:

Every prisoner a reader.

Our Mission:

To transform lives by inspiring prisoners who can read to teach prisoners with poor reading skills, thus providing learners with opportunities to develop life skills that better equip them for the challenges of living as contributing members of society. Shannon Trust will achieve its mission through the following actions:

- Giving the opportunity for any prisoner struggling with reading to learn to read with a Shannon Trust peer mentor;
- Training peer mentors to engage, teach and encourage people in prison struggling with reading;
- Supporting continuity of provision for Mentors and Learners upon transfer between prisons;
- Providing resources that optimise delivery and raise awareness of Shannon Trust;
- Signposting community opportunities for prisoners to continue their learning and mentoring post release.

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Shannon Trust is committed to:

- Engaging with and listening to our volunteers, prisoners, prison staff and ex-offenders to create an inclusive community that informs the work they do;
- Ensuring staff, volunteers, prison staff and Mentors are trained and equipped to support Learners;
- Creating a positive environment for staff and recognising their talents and contributions;
- Seeking evidence that validates the work we do and informs future plans to improve the experience of our Mentors and Learners; and
- Incorporating diversity and equality of opportunity in all we do.

Our strategic priorities

We set 4 strategic priorities for the period 2019 – 2021. These overarching themes will guide our direction and inform our annual business planning process. Over this 3-year period we will:

- Strive for equitable access for all so anyone struggling with reading can access Shannon Trust from any prison;
- Increase the number of people learning to read in prison;
- Further engage our Learners and Mentors past and present by building opportunities for them to be involved with the development and running of Shannon Trust; and
- Explore opportunities outside of the prison gate. Developing and piloting opportunities for adults to learn to read in partnership with organisations in a local area.

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 in the reporting period. 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.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on making the vision of every prisoner a reader a reality and are undertaken to further Shannon Trust's charitable purposes for the public benefit.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Shannon Trust service delivery in prisons

Shannon Trust delivers a peer mentored reading programme to all prisons in England, Wales and Northern Ireland. In 2018 its delivery was made possible by 1,643 prisoner Mentors who helped 3,646 of their peers to learn to read using Turning Pages. Our service delivery was supported by a field force of 149 trained volunteers, prison officers and other staff working in both public and contracted out prisons, and our small staff team and Trustees.

In a year where the prison estate has continued to face significant challenges Shannon Trust has remained constant in our provision of support and training for prisoners. Despite this, we have seen a small year-on-year drop in the number of new Learners taking part in Shannon Trust. We have worked with prisons in the South and Wales to increase the number of new Shannon Trust Learners. In the Midlands and the East numbers have remained steady, but there has been a notable drop in Learners in the North.

Our ambition continues to be a growth in the numbers of people in prison who are unlocking the power of reading and as such there will be further focus on prisons in the North during 2019. The aim of which is to reverse the downward trend in Learners in this region.

Working in partnership with HMPPS

Shannon Trust has a unique arrangement with Her Majesty's Prison and Probation Service (HMPPS), the objective of which is to embed Shannon Trust's delivery model into public prisons across England and Wales. The aim of this agreement is to ensure that any prisoner struggling to read can learn with a Shannon Trust peer Mentor using our Turning Pages reading resource. It is recommended Learners taking part spend 20 minutes, 5 days a week working with their Mentor. A Memorandum of Understanding outlines the support for the partnership. It includes 6 hours a week of allocated prison officer time in each establishment and a senior management team member who champions Shannon Trust in their prison. At a national level, the partnership is supported by regular meetings with the HMPPS's Business Development Group. However, this does not detract from Shannon Trust's ethos that our programme is, by prisoners for prisoners. This remains a cornerstone of our work.

Contracted out prisons & Northern Ireland

Whilst our partnership with HMPPS is about public prisons in England and Wales, it is crucial the same offer extends to prisons which are contracted out to private providers. Directors of contracted-out establishments continue to be supportive of the delivery of Shannon Trust in their prisons, helping us make positive changes for people struggling with reading happen. We also operate in Northern Ireland with the cooperation of the Northern Ireland Prison Service.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Volunteers

Volunteers are important to our delivery model. In 2018, a field force of 149 volunteers supported Shannon Trust in prisons across England, Wales in Northern Ireland. They engaged in activities to assist the development of the programme including training Mentors, offering advice, guidance and support to prison-appointed Leads and Senior Managers, meeting monthly with Mentors and Leads to jointly review progress, make plans to extend the reach of Shannon Trust in each prison. Volunteers arrange award ceremonies, liaise with prison governors and deliver presentations to prison staff. Volunteers are clustered into local areas and supported by a volunteer Area Coordinator and Area Secretary. Area Coordinators are supported by 1 of 3 Regional Managers and a National Service Delivery Manager who are part of the staff team. Area meetings took place 4 times in 2018 for all volunteers and Area Coordinators met quarterly. Prison staff involved with Shannon Trust delivery also attended area meetings during the year.

42 new volunteers attended Shannon Trust induction training in 2018. 100% of them said the training met their needs very well or extremely well. 31 new volunteers took part in How to train Mentors training. 93% said the training met their needs very well or extremely well.

Whole prison approach roll out

Following our 2017 Whole Prison Approach pilot project in 6 prisons, activity in 2018 focused upon the roll out of the successful elements from the trial to all prisons. The initiative aims to embed Shannon Trust's peer mentoring across all suitable areas of each prison. The initiative centred on understanding how many Learners there might be in a prison, mapping the different areas of a prison to assess where they might be during each day and then training Mentors in those areas. Area meetings have been used to take volunteers and prison staff through the first 4 steps of the Whole Prison Approach. This has allowed for continuing learning to be shared and for team members from different prisons to support each other in this new way of working. Practice guidance booklets developed in 2018 have been used throughout the process to support its implementation.

Resource development and promotion of Shannon Trust

It is crucial that Shannon Trust is promoted in a way which attracts people struggling with reading and potential Mentors, and that there is a general awareness of the programme among people working within each prison. Resource development in 2018, looked to address this. Working with the photographer Andrew Aitcheson, we updated our stock of images. Our photo bank now includes a range of pictures from HMP Bronzefield and HMP Send, reflecting the women in prisons who take part in Shannon Trust.

In response to feedback and Birmingham City University's 2016 evaluation of Turning Pages, we have commenced the production of 16 additional reading books to accompany the Turning Pages resource. The books will be available to Learners and Mentors from May 2019.

We also commissioned the Prison Radio Association to develop and air a campaign to encourage participation. In addition to regular adverts, they focused upon including the voices of Learners with the aim of encouraging others to take part. In support of this Shannon Trust continued to sponsor Love Bug, a weekly show on National Prison Radio about staying in touch with family and friends through letter writing. Content developed for the show shared voices and experiences of Learners from a range of backgrounds.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Working with others

Our long-term partnership with the Prison Officer Association (POA) allowed us to engage and recognise the invaluable work of prison officers in encouraging and enabling people in prison to take part in Shannon Trust. Regular articles in Gatelodge, the POA members' magazine, highlight the partnership and how officers can play a part in unlocking the power of reading. We attended to POA conference in May 2018 to talk to attendees and present the POA Shannon Trust cup. The cup is awarded annually to an officer who has excelled in their support for Shannon Trust in their prison. Shannon Trust continues to be an active member of the Prisoner Learning Alliance and is represented by its CEO on the steering committee.

Working with other peer mentoring initiatives delivered in prisons is an effective way of spreading the word about learning to read with Shannon Trust. This year, we continued to work closely with the St Giles Trust who run peer advisor training in prisons. This helps to raise the profile of Shannon Trust and helps their peer-advisors refer people to us. To further our understanding of working with people in prison from a traveller background we worked closely with the Irish Chaplaincy. Other organisations Shannon Trust works alongside and collaborates with include Prisoners Education Trust, Storybook Dads, prison education providers, Prison Reading Groups and a variety of organisations via the Prisoner Learning Alliance.

Income diversification and Turning Pages Sustainable Income Project

2018, was the first full year of trading for the Turning Pages Sustainable Income project. During this period sales and marketing activity yielded an income of £24,321. There is a small group of repeat customers for the product and an unexpected level of interest from Anglophone countries such as Australia. A review of the project took place in autumn 2018 with external pro bono support from the publisher Pearsons. The review highlighted that in the main sales were growing organically and not as a result of pro-active actions. The Board of Trustees have taken the decision to pause active selling of the product in 2019 and review the strategy in the autumn of 2019. Turning Pages is still available to buy online and customer support remains in place.

Income sources

Donations from individuals giving monthly, as a one-off or as a result of taking part in a sponsorship event rose from 7% to 15% of income in 2018 compared to 2017. Income from Trust and Foundations fell from 98% to 83%, showing reduced reliance in this area. Earned income and interest amounted to 2% of all income. The remainder of income received came from organisations such as churches, book groups, schools and other local groups.

Radio 4 appeal

In April 2018, Shannon Trust had its first Radio 4 appeal. It was presented by Cathy Newman of Channel 4 News and helped us to a) raise awareness of the importance of learning to read in prison and b) introduced Shannon Trust to a wider audience. As a result of the broadcast, Shannon Trust received funding from individuals and trusts to a total of nearly £60,000. A number of appeal listeners have also become regular donors to the charity. A thank you / impact report was sent to everyone who donated and provided their permission for us to keep in touch.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

2018 snapshot survey

Learners and Mentors are at the heart of what we do. In February 2018, we conducted a survey of all prisoners involved with Shannon Trust over a 2-week period. This is what they told us;

In our 2018 evaluation, Learners (604) and Mentors (657) said that the Reading Plan had:

Learners

- Improved their reading skills (84%)
- Improved their communication skills (47%)
- Improved their self-confidence (54%)
- Made their life in prison easier (47%)
- Encouraged them to go onto more learning (48%)
- Helped them to feel more positive about the future (43%)

Mentors

- Been a good use of their time in prison (81%)
- Given them new skills (51%)
- Helped them to understand others better (68%)
- Improved their teamwork skills (35%)
- Improved their communication skills (51%)
- Helped them to feel more positive about the future (32%)
- Improved their self-confidence (46%)
- Encouraged them to go onto further learning (31%)

Importantly, our evaluation illustrates that learning to read is the gateway to new opportunities and that many learners progress onto formal courses, e.g. Basic/functional skills, Offender Behaviour programmes and ESOL courses.

"I love telling my story to encourage other women. Education is everything to me now, it opens so many doors even when you can read just a little bit."

From Jodie, a former Learner, who became a Shannon Trust Mentor. She has since gained an Open University degree and is now a teaching assistant, supporting other prisoners to learn.

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BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Influence and recognition

2018 was a year which allowed Shannon Trust to build recognition of the need to unlock the power of reading for people in prison with a wide audience. This included speaking at conferences and events such as the World Literacy Summit, the Project Literacy Lab Brain Trust, and sector events such as 'Chaos & Crisis: can prison be better than this?' and the Prison Officer Association annual conference. Members of the team have also taken part in radio broadcasts, talks to schools and training events for teachers to promote both Shannon Trust and Turning Pages.

Increased awareness of Shannon Trust also led to support from influencers including Sir Bernard Hogan Howe and the author Patrick Gale who agreed to be ambassadors for the charity. We raised awareness of Shannon Trust with the Prisons' Minister Rory Stewart during his visits to HMP Isis and HMP Brixton and in dialogue with Trustees at specific events.

Supporters and partners

Shannon Trust is extremely grateful for the continued support of a range of grant-giving trusts and foundations, generous individuals and pro-bono assistance from companies, including: Charles Hayward Foundation, the Esmée Fairbairn Foundation, the Bell Foundation, The Haberdashers' Company Philip and Marjorie Robinson's Charitable Trust, the Bernard Sunley Charitable Foundation, CHK Charities, the Tuixen Foundation, J&C Findlay Charitable Foundation, The Baronets Trust, Gisela Graham Foundation, The 29th May 1961 Charitable Trust, The Patricia Routledge Charitable Trust, Aimar Foundation, BearingPoint, The Drapers' Company, The Dulverton Trust, The Goldsmith's Company, the Adrian Swire Charitable Trust, Brian Woolf Charitable Trust, The Henry Smith Charity, the Bromley Trust, Beatrice Laing Foundation, the Trusthouse Charitable Foundation, the Tolkien Trust, The Le Roux Trust, M B Little Trust, the Parochial Church Council, Leyburn Quakers, The Worshipful Company of Weavers, Epping Book Club, St Margaret's School, Bristol University Press, Makers of Playing Cards Charity, Trelix Charitable Trust, Rotherden Charitable Trust, The John Wilfred Trust, The Usbourne Foundation, and The Robinson Trust.

We have also received a host of donations in support of unlocking the power of reading from a range of amazing individuals including people donating to our Radio 4 appeal and those who took part in challenge events to raise funds for Shannon Trust.

A special thanks to people in prison who have taken part in fundraising events or donated their wages.

Organisational capacity building

With large numbers of prison officers joining the prison service, particularly with the recent recruitment drive for new officers, it has become important to find ways of letting them know about the Reading Plan and its benefits. To address this, we have liaised with HMPPS to have a section about Shannon Trust included in all new prison officer training. To complement this, each new officer also receives a Shannon Trust information leaflet.

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Resource development and promotion of the Reading Plan

To build capacity to support our work in prisons, we recruited an office manager in August 2018. The year has seen other staff changes including a new Regional Manager for the South and South Wales, a maternity cover post in the North and a new National Service Delivery Manager replacing our previous Operations Manager role. We are grateful to outgoing staff members for their contributions to Shannon Trust over the years. There's been a smooth transition to the new staff team.

Along with a refreshed website, we worked with Cloud Orca to introduce a bespoke version of the customer relationship manager Salesforce. This work will be completed in 2019.

Financial review

Financial Position

The Charity incurred net expenditure for the year of £54,133 (2017 - net income of £115,771), details of which are shown in the Statement of Financial Activities on page 16.

Total income for the year amounted to £562,565, a reduction of £175,483 on the previous year, and total expenditure amounted to £616,698, a reduction of £5,579 on the previous year.

Reserves Policy

The Trustees keep the level of Reserves under review and consider a projection of the known pattern of income and the proposed level of outgoings for at least twelve months ahead. An Unrestricted Reserves policy based on six months forward running costs has been used as a prime indicator.

At the year end, the charity held no restricted funds. General reserves amounted to £523,840, which is approximately 9 months' expenditure for the following year.

This is higher than the 6 months indicator, however the trustees agreed that up to £100,000 of unrestricted funds will be spent on strategic development activities in 2019, including:

- £18,441 for IT system changes & salesforce development;
- £16,344 for User involvement strategy development;
- £35,215 Turning Pages reading books; and
- £30,000 for 3 Shannon Trust 1-day regional conferences.

Furthermore, a detailed risk assessment is made of factors that might impact on the assumptions made. As of the end of 2018, the financial forecasts for 2019 as to the financial year ahead was in compliance with these policies.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Plans for future periods

In 2018, Shannon Trust undertook a comprehensive strategic review and planning process for the period 2019 – 2021. The resulting strategy outlines the charity's forward plans under the following headings:

Over this 3-year period we will:

- Strive for equitable access for all so anyone struggling with reading can access Shannon Trust from any prison;
- Increase the number of people learning to read in prison;
- Further engage our Learners and Mentors past and present by building opportunities for them to be involved with the development and running of Shannon Trust; and
- Explore opportunities outside of the prison gate. Developing and piloting opportunities for adults to learn to read in partnership with organisations in a local area.

A corresponding business plan for 2019 includes the following headline objectives:

- To establish trackable needs-based Shannon Trust delivery model in each prison (building on the whole prison approach);
- To bring about equitable access for Shannon Trust staff and volunteers to prisons;
- To build capacity at a local level for learning to take place in suitable spaces throughout prisons during the core day;
- To raise the profile of Shannon Trust in prisons with staff and prisoners;
- To support a minimum of 4,000 new Learners in prison in 2019, to start learning to read with Shannon Trust;
- To marshal adequate, consistent support from HMPPS and the MOJ to increase the number of new Learners;
- Ensure quality and consistency to delivery;
- Explore ways of involving Mentor Coordinators in Mentor training; and
- Create a user voice strategy for all Shannon Trust activities.

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 16th August 2006 and registered as a charity on 14th December 2006.

The company was established under a Memorandum of Association which established the objects and powers of the charity and is governed under its Articles of Association. Its Directors are also its Trustees and members of the association. The Memorandum of Association lays down the objects and powers of the Association, governed under its Articles of Association. In the event of the company being wound-up, its members are required to contribute an amount not exceeding £1.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

Recruitment and appointment of new Trustees

The Directors of the company (the charity) are also charity Trustees for the purpose of charity law and under the company's Memorandum and Articles are known as Trustees. Under provision of the Articles: 1. the number of Trustees shall not be less than four but (unless determined by ordinary resolution) is not subject to any maximum. 2. at every annual general meeting one-third of the Trustees who are subject to retirement by rotation or, if their number is not three or a multiple of three, the number nearest to one third shall retire from office; but, if there is only one Trustee who is subject to retirement by rotation, they shall retire. Admission of Members Under the articles the members of the company comprise the subscribers to the memorandum and such other persons or organisations as are admitted to membership in accordance with the rules made by the Trustees. Rules were made by the Trustees on the 12th March 2013 and provide that the Trustees may admit to membership any person over the age of eighteen who is not a paid worker of the charity or any of its subsidiary companies. Currently the charity has 11 members. Trustees are recruited through the charity's website, social media and other online platforms including Charity Job, Reach, Do it.org and sector networks such as Clicks.

Induction and training of new Trustees

Trustees receive an induction briefing, given by the Chair. New Trustees are given an induction pack about the work of the charity. Arrangements are also made to visit a prison to see the Reading Plan in operation.

Organisational structure

The Trustees meet four times a year and are responsible for the strategic direction and policy making of the charity. In 2018 the Board of Trustees met on four occasions. In 2018, the Finance Committee met quarterly between board meetings and additional meetings were held as part of the strategic review and planning process. Day to day responsibility for the provision of services to the charity is the responsibility of the Chief Executive Officer Angela Cairns, assisted by paid staff and volunteers. The charity was successful in raising funds, we are indebted to our many benefactors. Not only have we received considerable financial support but also professional advice and pro bono support.

Arrangements for setting remuneration of key management personnel

Remuneration for key management personnel is set when posts are advertised and benchmarked against similar roles in charities of similar size and type

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

Risk management

The Trustees review risk on a quarterly basis. Prior to each Board Meeting, the Finance Committee scrutinises the Risk Register and make recommendations to the Board for actions to be taken and the status given to each risk. The annual budget, milestones and business planning processes are reviewed regularly by the Senior Management Team and the Board of Trustees. Mitigations to manage identified risks are outlined in the risk register and actioned by the Senior Management Team and Trustees.

Related parties and relationships with other organisations

Shannon Trust has a Memorandum of Understanding with Her Majesty's Prisons and Probation Service enshrining the commitment to support the Shannon Trust Reading Plan in all public prisons through access, dedicated Prison Officer time and Senior Management Team support in each establishment, printing of materials to an agreed amount through the National Reading Network. Shannon Trust is not in receipt of any statutory funding to deliver the National Reading Network.

Trustees' Responsibilities in Relation to the Financial Statements

The charity Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, of the charity for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the group will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the Charity's governing document. They are also responsible for safeguarding the assets of the charity and taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

SHANNON TRUST

BOARD OF TRUSTEES' REPORT

For the year ended 31 December 2018

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 December 2018 was 11 (2017 - 12). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

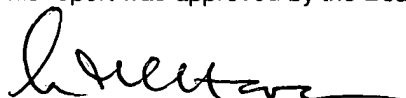
Independent Examiner

Richard Billinghamurst of Knox Cropper LLP was appointed as the charity's Independent Examiner during the year.

On 31 March 2019, Knox Cropper, the Charity's Independent Examiner, transferred its business to Knox Cropper LLP, a Limited Liability Partnership incorporated under the Limited Liability Partnerships Act 2000. The Trustees have consented to treating the appointment of Knox Cropper as extending to Knox Cropper LLP.

Approval of the report

This report was approved by the Board of Trustees on 23 May 2019 and signed on their behalf by:



Sue O'Hara
Chair

SHANNON TRUST

CHAIR'S REPORT

For the year ended 31 December 2018

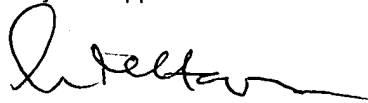
During the year it has been both an honour and a privilege to serve as Chair of the Shannon Trust. The idea at the heart of our activities is a simple one, to inspire and facilitate those who can read to mentor those who struggle with reading. That allows both learners and mentors to increase their skills which, in turn, increases their opportunities for positive engagement in society as a whole. Whilst the benefits to learners and mentors are clear, the work of the Trust and its volunteers helps many others indirectly too. A straightforward intervention with far reaching results for prisoners, their families and their future.

Our strategic (2019-2021) and business plans, developed with the staff team are clear and the Board has a wide range of skills and experience which it has brought to bear in the development of those plans. We will continue to support the CEO and staff team in the implementation of those plans.

We will continue to seek additional sources of funding making use of the materials which have been developed for the core element of our work.

This year has seen a great many changes in the public sector and contracted out prisons which have made the work of the Trust more challenging. Nevertheless, the staff team, volunteers and mentors have continued to deliver the Reading Plan in those establishments in sometimes difficult circumstances. Our key target is to increase learner numbers and we will not lose sight of that as our primary focus.

We have been able to undertake this work as a result of the fantastic support of our Funders both organisational and individual, and on behalf of the Shannon Trust I would like to thank you all most sincerely for your support



Sue O'Hara
Chair of Trustees

INDEPENDENT EXAMINER'S REPORT TO THE BOARD OF TRUSTEES
For the year ended 31 December 2018

I report on the accounts of the charity for the year ended 31 December 2018 set out on pages 16 to 29.

Respective responsibilities of the Board of Trustees and examiner

As the trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). You are satisfied that the accounts of the Company are not required by charity or company law to be audited and have chosen instead to have an independent examination.

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

Independent examiner's statement

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

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

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

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



Richard Billingham FCA
Knox Cropper LLP
Chartered Accountants
65 Leadenhall Street
London
EC3A 2AD

Date: 13/06/2019.....

SHANNON TRUST

STATEMENT OF FINANCIAL ACTIVITIES

(incorporating Income and Expenditure Account & Statement of Total Realised Gains and Losses)

For the year ended 31 December 2018

	Note	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
INCOME FROM							
Donations and legacies	2	456,062	75,000	531,062	360,006	361,101	721,107
Charitable activities							
Reading programme	4	25,059	-	25,059	14,288	-	14,288
Investments	3	1,651	-	1,651	1,085	-	1,085
Other income		4,793	-	4,793	1,568	-	1,568
TOTAL INCOME		487,565	75,000	562,565	376,947	361,101	738,048
EXPENDITURE ON:							
Raising funds	5	40,427	-	40,427	36,873	-	36,873
Charitable activities							
Reading programme	5	435,044	100,001	535,045	151,045	329,998	481,043
Turning pages sustainability income project (TPSI)		41,226	-	41,226	94,724	9,637	104,361
		476,270	100,001	576,271	245,769	339,635	585,404
TOTAL EXPENDITURE		516,697	100,001	616,698	282,642	339,635	622,277
NET INCOME/(EXPENDITURE) FOR THE YEAR		(29,132)	(25,001)	(54,133)	94,305	21,466	115,771
RECONCILIATION OF FUNDS							
TOTAL FUNDS AT 1 JANUARY 2018		552,972	25,001	577,973	458,667	3,535	462,202
TOTAL FUNDS AT 31 DECEMBER 2018		£ 523,840	£ Nil	£ 523,840	£ 552,972	£ 25,001	£ 577,973

All income and expenditure has arisen from continuing activities

The annexed notes form part of these financial statements

SHANNON TRUST**(company limited by guarantee number 5906258)****BALANCE SHEET****As at 31 December 2018**

	Notes	£	2018 £	£	2017 £
FIXED ASSETS					
Tangible assets	18		1		1
CURRENT ASSETS					
Debtors	19	2,468		1,249	
Cash at bank and in hand		548,440		609,602	
		<u>550,908</u>		<u>610,851</u>	
CREDITORS: amounts falling due within one year	20	(27,069)		(32,879)	
NET CURRENT ASSETS			<u>523,839</u>		<u>577,972</u>
NET ASSETS			<u>£ 523,840</u>		<u>£ 577,973</u>
FUNDS					
Restricted funds	21		-		25,001
Unrestricted funds:					
General fund	21		523,840		552,972
			<u>£ 523,840</u>		<u>£ 577,973</u>

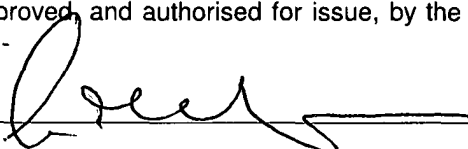
For the year ended 31 December 2018 the Company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

They were approved, and authorised for issue, by the Board of Trustees on 23 May 2019 and signed on their behalf by:-

 S M O'HARA, Chair

The annexed notes form part of these financial statements

SHANNON TRUST

STATEMENT OF CASHFLOWS For the year ended 31 December 2018

	<u>2018</u>		<u>2017</u>	
	£	£	£	£
Cash flows from operating activities		(54,133)		115,771
Net cash provided by / (used in) operating activities				
(Increase)/decrease in stocks		-		-
(Increase)/decrease in debtors	(1,219)		19,147	
Increase/(decrease) in creditors	<u>(5,810)</u>		<u>(27,521)</u>	
		(7,029)		(8,374)
Change in cash and cash equivalents in the year		<u>(61,162)</u>		<u>107,397</u>
Cash and cash equivalents at the beginning of the year		609,602		502,205
Cash and cash equivalents at the year end		<u><u>548,440</u></u>		<u><u>609,602</u></u>

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2018

1. ACCOUNTING POLICIES

Basis of preparation of financial statements

The accounts have been prepared under the historical cost accounting rules, and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities' SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

Judgements and key sources of estimation uncertainty are detailed in the accounting policies where applicable.

Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating income and expenditure for the next 12 months.

Income

Income is recognised when the charity has entitlement to the funds: this is when any performance conditions attached to the income have been met, it is probable that the income will be received, and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income is only deferred when: The donor specifies that the grant or donation must only be used in future accounting periods; or for performance related grants, where these are received in advance of the performances or specific event to which they relate.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 December 2018

Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Company status

Shannon Trust is a company limited by guarantee. 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.

Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

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

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Fundraising costs

Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.

Charitable activities

Expenditure on charitable activities includes the costs of delivering services and reading activities undertaken to further the purposes of the charity and their associated support costs.

Other expenditure

Other expenditure represents those items not falling into any other heading.

Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. Staff costs are stated on the basis of staff time. Support costs which cannot be directly attributed to charitable activities are allocated in proportion to staff costs.

Where information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of the area of literature occupied by each activity.

Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2018

Tangible fixed assets and depreciation

Tangible fixed assets (excluding investments) are stated at cost less depreciation. The cost of minor additions or those costing less than £1000 are not capitalised. Other fixed assets with an expected life of more than one year are included at cost and depreciated over three years.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Pensions

The charity operates a defined contributions pension scheme, which is a Group Stakeholder Pension Scheme. During the year, the charity contributed up to 3% of gross pay for all staff after they have completed their probationary period. From January 2017, the charity auto-enrolled its staff into a qualifying scheme, contributing up to 3% of gross pay for all staff. The contributions made during the year are treated as an expense and were £10,351 (2017 - £9,538).

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

2. DONATIONS AND LEGACIES

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
Action for Equity	-	-	-	50,000
Adrian Swire Charitable Trust	20,000	-	20,000	30,000
Beatrice Lang Foundation	20,000	-	20,000	-
Bell Foundation	-	60,000	60,000	60,000
Bernard Sunley Charitable Foundation	20,000	-	20,000	20,000
Big Lottery	-	-	-	199,999
Brian Woolf Charitable Trust	5,000	-	5,000	-
Bromley Trust	20,000	-	20,000	-
Charles Hayward Foundation	-	-	-	20,000
CHK Charities	15,000	-	15,000	-
Drapers' Charitable Fund	-	-	-	20,000
Esmee Fairbairn Foundation	60,000	-	60,000	80,000
Findlay Trust	5,000	-	5,000	5,000
Garfield Weston Foundation	-	-	-	-
Haberdashers' Company	15,000	-	15,000	15,000
Henry Smith Charity	-	15,000	15,000	-
M B Little Trust	10,000	-	10,000	-
Philip & Marjorie Robinson Trust	5,000	-	5,000	5,000
Goldsmith Company	20,000	-	20,000	20,000
Rothchild Foundation	-	-	-	30,000
The 29th May 1961 Charitable Trust	7,500	-	7,500	7,500
The Baronets Trust	-	-	-	5,000
The Dulverton Trust	30,000	-	30,000	30,000
The Le Roux Trust	25,000	-	25,000	-
The Schroder Foundation	-	-	-	30,000
Trusthouse Charitable Foundation	3,000	-	3,000	-
Tolkien Trust	30,000	-	30,000	-
Tuixen Trust	25,000	-	25,000	25,000
William Gurney	10,000	-	10,000	-
Appeals: BBC Radio 4	58,441	-	58,441	-
Legacies	4,750	-	4,750	-
Other donors	47,371	-	47,371	68,608
	£ 456,062	£ 75,000	£ 531,062	£ 721,107

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
Interest receivable from:				
Cash at bank	1,651	-	1,651	1,085
	£ 1,651	£ Nil	£ 1,651	£ 1,085

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
Sale of reading manuals	25,059	-	25,059	14,288
	<u>£ 25,059</u>	<u>£ Nil</u>	<u>£ 25,059</u>	<u>£ 14,288</u>

5. ANALYSIS OF EXPENDITURE

	Staff costs £	Direct costs £	Governance costs £	Support costs £	Total 2018 £	Total 2017 £
Reading programme						
- National Reading Network	294,780	128,075	25,682	86,508	535,045	478,841
- Turning Pages	-	-	-	-	-	2,202
Sustainability programme						
- Turning pages special income project (TPSI)	16,590	18,322	1,445	4,869	41,226	104,361
	<u>311,370</u>	<u>146,397</u>	<u>27,127</u>	<u>91,377</u>	<u>576,271</u>	<u>585,404</u>
Fundraising costs	28,198	1,497	2,457	8,275	40,427	36,873
Governance costs	6,876	22,708	(29,584)	-	-	-
Support costs	63,790	35,862	-	(99,652)	-	-
	<u>£ 410,234</u>	<u>£ 206,464</u>	<u>£ Nil</u>	<u>£ Nil</u>	<u>£ 616,698</u>	<u>£ 622,277</u>

Reading programme						
- National Reading Network	276,549	125,119	11,802	65,371	478,841	
- Turning Pages	-	2,202	-	-	2,202	
Sustainability programme						
- Turning pages special income project (TPSI)	16,438	83,336	701	3,886	104,361	
	<u>292,987</u>	<u>210,657</u>	<u>12,503</u>	<u>69,257</u>	<u>585,404</u>	
Fundraising costs	27,706	1,436	1,182	6,549	36,873	
Governance costs	6,770	6,915	(13,685)	-	-	
Support costs	45,214	30,592	-	(75,806)	-	
	<u>£ 372,677</u>	<u>£ 249,600</u>	<u>£ Nil</u>	<u>£ Nil</u>	<u>£ 622,277</u>	

Of the total expenditure, £516,697 was unrestricted (2017 - £282,642) and £100,001 was restricted (2017 - £339,635).

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

6. NET INCOME / EXPENDITURE FOR THE YEAR

This is stated after charging / crediting:

	2018 £	2017 £
Independent auditor's / examiner's remuneration:		
Independent examiner's fees	4,120	2,900
Auditor's remuneration	-	-
	<u>£ 4,120</u>	<u>£ 2,900</u>

7. STAFF COSTS AND NUMBERS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Salary costs						
Wages and salaries	256,749	81,983	338,732	111,279	206,662	317,941
Social security costs	25,460	7,658	33,118	8,730	22,026	30,756
Pension costs	7,892	2,459	10,351	3,338	6,200	9,538
	<u>290,101</u>	<u>92,100</u>	<u>382,201</u>	<u>123,347</u>	<u>234,888</u>	<u>358,235</u>
Other staffing costs						
Recruitment	11,554	-	11,554	1,468	-	1,468
Staff training and development	2,422	-	2,422	321	156	477
Consultancy	14,057	-	14,057	11,356	1,141	12,497
	<u>£ 318,134</u>	<u>£ 92,100</u>	<u>£ 410,234</u>	<u>£ 136,492</u>	<u>£ 236,185</u>	<u>£ 372,677</u>

The average number of employees (head count based on number of staff employed) during the year was as follows:

	Number	Number
Direct cost: literacy programme	9.0	7.8
	<u>9.0</u>	<u>7.8</u>

The total employee benefits including pension contributions of the key management personnel were £68,762 (2017 - £67,700).

During the year, one employee earned between £60,000 - £70,000, including benefits (2017 - no employee earned more than £60,000 including benefits). No other employee earned more than £60,000, including benefits (2017 - the same).

8. TRUSTEES' REMUNERATION AND EXPENSES

The charity trustees were not paid and did not receive any other benefits from association with the charity in the year (2017 - £nil). No charity trustee received payment for professional or other services supplied to the charity (2017 - £nil).

Trustees' expenses, representing the payment or reimbursement of travel and subsistence costs, totalled £3,021 (2017 - £2,439), incurred by 6 (2017 - 5) trustees relating to attendance at meetings of the trustees.

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

9. RELATED PARTY TRANSACTIONS

There are no reportable related party transactions to disclose for 2018 (2017 - none).

10. TAXATION

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

11. PENSION SCHEME

The charity operates a defined contributions pension scheme, which is a Group Stakeholder Pension Scheme, registered with HM Revenue & Customs in accordance with the Finance Act 2004. The fund manager invests in unitised funds, accumulating until the members chosen retirement age. The fund manager's charges are factored into the unit value at 1% per annum.

12. OPERATIONAL COSTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Conference attendance	1,228	-	1,228	121	583	704
Operations team travel and subsistence	23,259	-	23,259	7,224	12,870	20,094
Volunteer recruitment and support	11,165	180	11,345	624	8,600	9,224
Volunteer expenses and establishment costs	16,547	3,330	19,877	1,167	17,358	18,525
Volunteer conference	-	-	-	30	15,051	15,081
	£ 52,199	£ 3,510	£ 55,709	£ 9,166	£ 54,462	£ 63,628

13. DEVELOPMENT AND TRAINING COSTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Training	6,710	-	6,710	-	3,625	3,625
Resources for training and support	1,852	-	1,852	90	-	90
	91	10	101	2,000	-	2,000
Website and online costs	25,457	3,600	29,057	6,297	7,303	13,600
Resources for readers and manuals	25,095	781	25,876	19,309	14,024	33,333
Promotional materials and resources	320	-	320	68	-	68
Development team meetings	8,450	-	8,450	3,423	5,352	8,775
Distribution and postage						
	£ 67,975	£ 4,391	£ 72,366	£ 31,187	£ 30,304	£ 61,491

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

14. NEW INITIATIVES AND OTHER TRADING ACTIVITIES

Turning Pages

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Evaluation	-	-	-	72	-	72
Prison Radio Association	-	-	-	2,130	-	2,130
	<u>£ Nil</u>	<u>£ Nil</u>	<u>£ Nil</u>	<u>£ 2,202</u>	<u>£ Nil</u>	<u>£ 2,202</u>

Turning pages sustainable income project

Readers and Manual Development	3,289	-	3,289	2,261	1,077	3,338
	-	-	-	59,202	4,560	63,762
Readers and Manual Print						
Website updates	155	-	155	813	4,000	4,813
Product marking and comms	5,851	-	5,851	3,744	-	3,744
Shopify monthly charge	284	-	284	283	-	283
Order fulfilment	7,677	-	7,677	3,962	-	3,962
Travel costs	1,066	-	1,066	1,553	-	1,553
Launch event	-	-	-	681	-	681
Consultancy	-	-	-	1,200	-	1,200
	<u>£ 18,322</u>	<u>£ Nil</u>	<u>£ 18,322</u>	<u>£ 73,699</u>	<u>£ 9,637</u>	<u>£ 83,336</u>

15. PREMISES COSTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Insurance	1,561	-	1,561	1,505	-	1,505
Legal and professional Services	1,572	-	1,572	1,750	-	1,750
Rates	532	-	532	255	-	255
Rent	13,870	-	13,870	6,298	8,445	14,743
Removal costs	586	-	586	531	-	531
	<u>£ 18,121</u>	<u>£ Nil</u>	<u>£ 18,121</u>	<u>£ 10,339</u>	<u>£ 8,445</u>	<u>£ 18,784</u>

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

16. ADMINISTRATIVE COSTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £
Printing and Design	680	-	680	89	-	89
Repairs and Maintenance	101	-	101	643	-	643
Subscriptions	600	-	600	479	-	479
Computer / Stationery	1,961	-	1,961	1,168	286	1,454
General office costs	1,677	-	1,677	1,567	-	1,567
Office Equipment	5,303	-	5,303	3,495	35	3,530
Telephone	6,256	-	6,256	3,327	271	3,598
Sundry expenses	1,163	-	1,163	438	10	448
	<u>£ 17,741</u>	<u>£ Nil</u>	<u>£ 17,741</u>	<u>£ 11,206</u>	<u>£ 602</u>	<u>£ 11,808</u>

17. GOVERNANCE COSTS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2017 £
Annual Return	13	-	13	13	-	13
Independent examiner's fee	4,120	-	4,120	2,900	-	2,900
Audit preparation	1,200	-	1,200	1,200	-	1,200
Bank charges	235	-	235	165	-	165
Board meetings	1,439	-	1,439	198	-	198
Trustees' expenses	3,021	-	3,021	2,439	-	2,439
Strategic review	12,680	-	12,680	-	-	-
	<u>£ 22,708</u>	<u>£ Nil</u>	<u>£ 22,708</u>	<u>£ 6,915</u>	<u>£ Nil</u>	<u>£ 6,915</u>

18. TANGIBLE FIXED ASSETS

	Office equipment £
Cost	
At 1 January 2018 and 31 December 2018	<u>4,533</u>
Depreciation	
At 1 January 2018	<u>4,532</u>
At 31 December 2018	<u>4,532</u>
Net book value	
At 31 December 2017	<u>£ 1</u>
At 31 December 2018	<u>£ 1</u>

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

19. DEBTORS

	2018 £	2017 £
Due within one year		
Trade debtors	958	-
VAT repayment due	800	567
Prepayments	710	682
	<u>£ 2,468</u>	<u>£ 1,249</u>

20. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018 £	2017 £
Trade creditors	-	1,869
Social security and other taxes	10,327	9,279
Other creditors	1,695	1,269
Accruals	15,047	20,462
	<u>£ 27,069</u>	<u>£ 32,879</u>

21. STATEMENT OF FUNDS

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers and investment gains/(losses) £	Carried Forward £
RESTRICTED FUNDS					
National reading network	25,001	75,000	(100,001)	-	-
	<u>£ 25,001</u>	<u>£ 75,000</u>	<u>£ (100,001)</u>	<u>£ Nil</u>	<u>£ Nil</u>
SUMMARY OF FUNDS					
General Funds	552,972	487,565	(516,697)	-	523,840
Restricted Funds	25,001	75,000	(100,001)	-	-
	<u>£ 577,973</u>	<u>£ 562,565</u>	<u>£ (616,698)</u>	<u>£ Nil</u>	<u>£ 523,840</u>

Restricted funds

National Reading Network – income restricted for elements of the delivery of the Shannon Trust Reading Plan via the National Reading Network (all prisons in England, Wales and Northern Ireland). Restrictions relate to public/private prisons, specified delivery locations, and types of prisons such as work within the Young Persons Estate and Young Offender Institutes.

SHANNON TRUST

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 December 2018

STATEMENT OF FUNDS - 2017

RESTRICTED FUNDS

National reading network	-	354,999	(329,998)	-	25,001
Turning Pages Sustainable Project	3,535	6,102	(9,637)	-	-
	<u>£ 3,535</u>	<u>£ 361,101</u>	<u>£ (339,635)</u>	<u>£ Nil</u>	<u>£ 25,001</u>

SUMMARY OF FUNDS

General Funds	458,667	376,947	(282,642)	-	552,972
Restricted Funds	3,535	361,101	(339,635)	-	25,001
	<u>£ 462,202</u>	<u>£ 738,048</u>	<u>£ (622,277)</u>	<u>£ Nil</u>	<u>£ 577,973</u>

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds Designated Funds £	General Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	-	1	-	1
Net current assets	-	523,839	-	523,839
	<u>£ Nil</u>	<u>£ 523,840</u>	<u>£ Nil</u>	<u>£ 523,840</u>

23. ANALYSIS OF THE NET MOVEMENT IN FUNDS

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
Net movement in funds	(29,132)	(25,001)	(54,133)	115,771
	<u>£ (29,132)</u>	<u>£ (25,001)</u>	<u>£ (54,133)</u>	<u>£ 115,771</u>

24. OPERATING LEASE COMMITMENTS

The charity's future total minimum lease payments under a non-cancellable operating lease for the office premises amount to £3,486 (2017 - £3,465), which is a commitment to 3 months' rent.

25. OTHER COMPANY INFORMATION

Shannon Trust is a charitable company limited by guarantee, registered in England with registration number 5906258. Its registered office address is The Foundry, 17-19 Oval Way, London, SE11 5RR. The accounts are presented in GBP rounded to £1.