



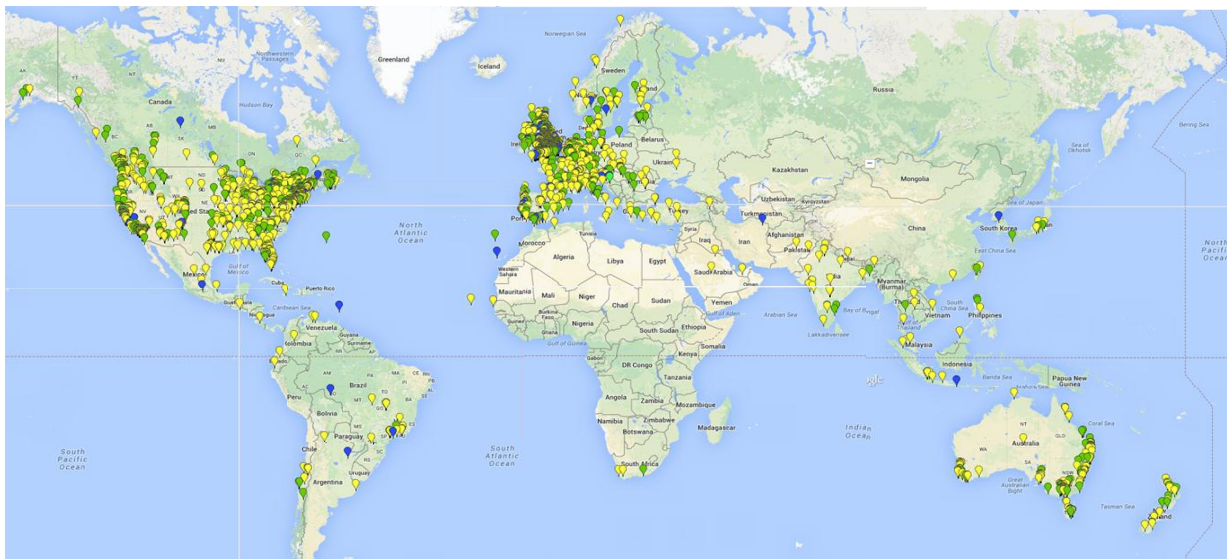
TRANSITION NETWORK

Registered Charity Number 1128675

Company Number 06135675

Trustees' Report and Financial Statements

for the year ended 31 March 2016



Transition initiatives around the world

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Charity Information

(The information below forms part of the Trustees' Report)

Trustees	Peter Lipman Antony C Greenham Ellen Bermann Hilary Jennings Henry Owen Clare Pavitt Andrew Simms Anna Guyer (resigned 3rd July 2015)
Delivery Director	Sarah McAdam
Charity number	1128675
Company number	06135675
Registered office and principal address	43 Fore Street Totnes Devon TQ9 5HN
Accountants	Darnells Chartered Accountants 30 Fore Street Totnes Devon TQ9 5RP
Bankers	The Co-operative Bank PO Box 250 Skelmersdale WN8 6WT

Trustees' Report

(Incorporating the Directors' Report) for the year ended 31 March 2016.

1 Executive Summary

Transition is a movement of communities coming together to re-imagine and re-build our world. In more than 1,200 communities in 48 countries, people are working together to create a low-carbon, socially-just, healthier and happier future, which is more enriching and more gentle on the earth than the way most of us live today.

Transition Network is a charity which works to inspire, encourage, connect, support and train these communities as they self-organise around the Transition model.

Transition Network was established as a company limited by guarantee in March 2007, and registered as a charity in March 2009. We are delighted to present to you the Trustee's report for the year to 31 March 2016.

This has been an interesting and challenging year for our organisation - one where we've had a number of opportunities to get in touch with our vulnerabilities (individually and collectively) and to build our resilience. And that, after all, is key to what this movement is all about.

Alongside the growing and evolving international Hubs Group, we are learning valuable skills and developing useful tools, principles and processes which support us to forge strong collaborative relationships, take decisions and share learning across distance. This sense of global connection and the potential for global impact is an important counterbalance to our focus on action primarily conceived and taken at a community level. At times, our emerging international network can feel fragile, disjointed and frustratingly under-resourced and then there will be beautiful moments of synchronicity and collective energy when everything seems possible and much is achieved. It is difficult to predict where and how these opportunities will arise and we continue to explore how to achieve structure, clarity and consistency whilst remaining nimble and responsive.

This is just one of many areas where we are increasingly recognising the need to acknowledge and work creatively with tension. There is the ever-present tension between the urgency of the problems the world is facing and the fact that it will take time, care and a healthy balance of action and reflection to create the deep culture shift that is so desperately needed. And there are, of course, many tensions which arise as we look for new ways to share resources and power across an emerging network which is currently made up almost exclusively of volunteers. We're doing our best to name and explore such tensions as and when they show up and often find that we reap unexpected benefits. This report is an attempt to capture some of what we have learnt in the past year.

In this year we have developed a positive communications message, the “Transition Story” and published 21 Stories of Transition in the lead up to the COP21 climate negotiations in December 2015. Rob Hopkins and Ben Brangwyn and others from within and far beyond the Transition movement, featured in an influential film called Demain. The Transition movement has been represented at some key events and discussions at EU level. We are continuing to re-develop our website so that it better reflects and represents the international movement and is inspiring, accessible and helpful for people new to Transition and those already involved.

A large range of our work helps support Transition initiatives to help them set up, develop, thrive and avoid burn-out. Support work this year includes:

- International Transition Conference, September 2015
- Developing Online Support Resources
- Regional connecting and peer-to-peer support (UK)
- Facilitating the seeds of an English Transition Hub
- Transition Training courses
- Supporting groups with Inner Transition
- Developing a guide for Universities

Transition Network’s work on supporting groups to re-imagine local economies is the REconomy Project. This was our second year of work on a funded UK REconomy Project, while Transition Hubs in ten other countries have started working on REconomy approaches. We have supported international sharing of ideas and resources on “One Year in Transition” livelihood-creation programmes from young adults.

Our focus for the international support of the Transition movement continues to be the growing network of Transition Hubs. Most Transition Hubs are emerging organisations with very limited resources. We’ve worked on a range of ways to support Hubs to build individual organisational capacity. We’ve also supported the development of this network of Transition Hubs as a stronger network, that can share support and learning between its members, including through a Hubs Gathering in September 2015. The ECOLISE partnership (details on page 20) is bringing benefits of collaboration and links with the research community.

Our work to maintain and develop a healthy organisational culture is moving into an exciting new phase as we explore the scope to develop more agile, self-managed and focused structures, plans and processes. We also held a period of reflection in early 2016.

The Charity is primarily funded by grants, donations and income generated from the Charity’s own charitable activities. Total income for the year ended 31 March 2016 was £651,657. The most significant source of grant funding continues to be an anonymous Foundation that has agreed to fund £250,000 a year over 3 years from April 2015 to March 2018. This grant supports a wide range of the Charity’s activities and in particular its international work.

2 Our objectives

The Charity's objects are to promote the conservation, protection and improvement of the natural environment and prudent use of natural resources for the benefit of the public, by advancing education and raising awareness of climate change, resource scarcity, peak oil and economic resilience.

It aims to promote individual, community and organisational commitment to a reduction in carbon dioxide emissions, energy saving, reducing reliance upon carbon emitting energy sources and increasing resilience to resource scarcity.

It also aims to promote sustainable means of achieving economic development and regeneration in order to reduce reliance on scarce resources including oil.

3 Background – A flavour of the Transition Movement

In December 2015 we published *21 Stories of Transition*, compiled by Rob Hopkins. This was a small selection of the experiences of people from all around the world who have stepped up to the challenge of working with their community for a low-carbon future rooted in community well-being. Four examples from *21 Stories of Transition* are:

Surplus food café:

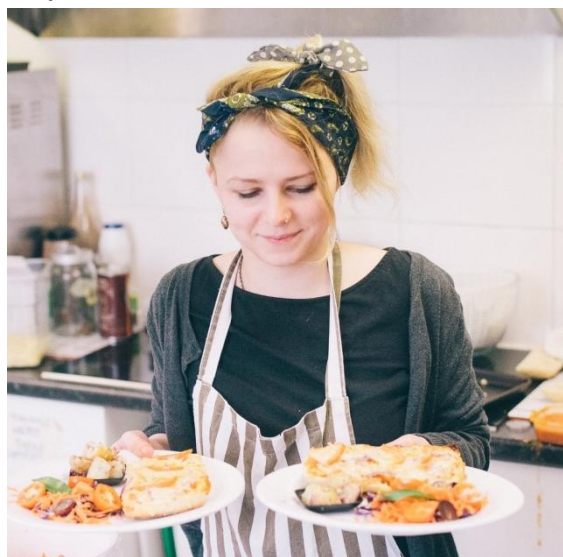


Photo: Owen Lucas

Transition Bro Gwaun (Fishguard) in Wales, UK run a café that creates low-cost meals from surplus, otherwise waste food. The food is collected from local shops and businesses, preventing an average 600kg of food going to landfill each month. The café offers affordable meals and produces food parcels for the local food bank and credit union. They operate as a social enterprise with a small number of paid staff as well as volunteers. Many of the volunteers have gained work experience that has enabled them to go on to secure paid work.

"This project is an attempt to put carbon reduction, sustainability and community resilience at the heart of a social enterprise and to make it a viable business suitable for a low growth, sustainable society." – Transition Bro Gwaun.

Future Scenarios Project: Zarzelejo en Transición in Spain has been convening people from across the community to re-imagine and to dream the place they'd like Zarzelejo to be in the future. They combine this with an "Oasis" project that brings young people together in practical activities and dreaming the future, and a project compiling local history. They are working with the political shift of the Movimiento de los Indignados that means that Zarzelejo's council is now managed by a citizen's group.



Harvesting Rainwater: Transition Brasilândia and Transition Granja Viana are Transition initiatives in two very different neighbourhoods in São Paulo, Brazil – a favela and a middle-class area. In the favelas, very few homes have water storage facilities, with residents sometimes going without water or using unsafe water collection systems that cause disease such as dengue fever. The two Transition initiatives worked together to run workshops where members of the community build systems that safely store and filter rainwater. These have now been installed in many houses and a community centre in Brasilândia and Granja Viana.

Local government implementing Transition:

The list of achievement and sense of what can be achieved when local government puts resources and intention into the implementation of Transition, is impressive. La Comune d’Ungersheim, France, have embarked on 21 initiatives, including

- A local currency (Le Radis - the radish),
- Solar thermal heating at the swimming pool,
- Making land available for a PassivHaus co-housing project of 9 homes,
- Using a horse and carriage to take children to school, and work on local food production,
- A food preservation business to extend the availability of local food,
- A 5.3MW solar installation, the largest solar project in the Alsace, as part of transforming a mining waste site into a business park,
- An organic gardening enterprise working with unemployed young people.



“The Transition concept addresses vital physical and psychological needs of the inhabitants. The programme we elaborated can easily be reproduced elsewhere. We need to stand together, be daring and in anything we do, put people first.” – Jean-Claude Mensch, Mayor of La Comune d’Ungersheim

4 Activities, achievements and performance

The projects and developments that the Charity undertakes in order to deliver on its charitable objectives are outlined below, grouped under the six Strategic Outcomes of our 2014 – 2017 organisational strategy. In planning the activities for the year, the Trustees had regard to the Charity Commission guidance on public benefit.

The six Strategic Outcomes are:

1. Telling the Transition story

People within and beyond the Transition movement hear a clear, consistent and compelling story of Transition that inspires them to act, connect and experiment.

2. Supporting Transition initiatives

People involved in Transition are better able to access and share information, tools, skills, resources, support and training when needed.

3. Supporting livelihoods

More people are able to create livelihoods which deliver wellbeing, community resilience and social justice while respecting resource limits.

4. Demonstrating impact

More Transition initiatives demonstrate that they can achieve significant positive impacts within their communities (transforming economies, increasing wellbeing, community ownership and community resilience, reducing carbon emissions, addressing social justice issues, fostering social innovation, improving local democratic processes and establishing more healthy human cultures).

5. Evolving internationally

The Transition movement spreads, strengthens and evolves internationally, supported by a thriving National Hub network with an increased governance role within Transition Network.

6. Healthy organisational culture

Transition Network develops a healthy and creative internal organisational culture, supported by transparent and effective structures, processes and working practices – learning about, and modelling, the change we want to see in the world.

4.1 Telling the Transition story

In this year we have developed a positive communications message, the “Transition Story” and published 21 Stories of Transition in the lead up to the COP21 climate negotiations in December 2015. Rob Hopkins and Ben Brangwyn and others from within and far beyond the Transition movement, featured in an influential film called Demain. The Transition movement has been represented at some key events and discussions at EU level. We are continuing to re-develop our website so that it better reflects and represents the international movement and is inspiring, accessible and helpful for people new to Transition and those already involved.

Transition Story

We have been working with the New Citizenship Project to create a more compelling, up-to-date, and internationally-relevant, communications message about Transition. We are proposing (and

now using) a change in the way we frame our message. Instead of a negative “response” statement, eg “Transition is responding to climate change, peak oil, inequality and economic instability”; we will use a positive “movement” statement, describing what we are moving towards: “A movement of communities coming together to re-imagine and re-build our world”. This positive framing influenced the content and style of the new **21 Stories of Transition** book.

We have recruited a new post of Communications Co-ordinator, to boost the work we can do in increasing awareness and inspiring action. Ainslie Beattie started this role in August 2015. We continue to tell the evolving Transition Story through talks, presentations, websites, blog posts, a monthly e-newsletter, media articles, workshops and events.

21 Stories for COP21

Rob Hopkins, Transition Network’s Catalyst and Outreach Co-ordinator, harvested a series of stories that celebrate the role Transition plays in creating civil society and living sustainably, in the lead up to the COP21 climate negotiations in Paris in December 2015. *21 Stories of Transition* was published in both English and French in November 2015. 1,800 copies have been sold or distributed, and the **cop21.transitionnetwork.org** website featuring the stories had over 10,000 views.

Several of the Transition initiatives featured in the book received significant publicity. The feedback from the book has been very supportive and has been a great demonstration of the value of the ‘story flow’ and the new way we are approaching celebrating the movement.

A team including of Rob Hopkins, Filipa Pimentel (National Hubs Co-ordinator), Sarah McAdam (Delivery Director) and trustee Henry Owen, went to Paris for the COP21 climate negotiations and attended many events discussing the book and the role of Transition. Henry Owen represented Transition Network at the COP11 Youth Event.

Demain

Rob Hopkins and International Co-ordinator Ben Brangwyn featured in a film called *Demain* (Tomorrow) by French film-makers Mélanie Laurent and Cyril Dion. The film explores five areas - food, energy, economy, democracy and education - showing real, inspiring examples of people taking control and creating positive change in each of those areas. It ends with a message that positive social change is already happening all over the world - showing a statistic about the number of Transition initiatives as one of the main examples.

Demain was shown to COP21 delegates and to the public in Paris in December 2015 to great acclaim and won the French César 2016 film award for Best Documentary. The film is in French and English. Screenings have generated inspiration and action:

- France – over 1.2 million people have now seen the film, and it has led to many projects forming, including at least 6 local currency schemes.
- Belgium - Hundreds of people came to “Après Demain” workshops held by Transition groups Ath en Transition, Ixelles en Transition and 1000 Bruxelles, where an “open space” discussion was held to find out what projects and ideas the attendees wanted to start.

Talks and presentations

During this year we have done much more to respond to invitations to speak at conferences and events, with a greater range of people internationally who are able and willing to speak about Transition in order to feature different voices and from different perspectives.

However, some of the key presentations or events attended by Rob Hopkins included:

- The International Permaculture Convergence in London, September 2015
- A 3-day Transition festival in Ungersheim, France, where Rob was interviewed for a film about Transition in Ungersheim by Marie-Monique Robin.
- The High Level Panel at the International Conference on Climate Action 2015, a pre-COP21 event in Hanover, October 2015; followed by the People's Climate Forum organised by Transition Hanover.

Other publications

In 2015, Juan del Rio published the first book about Transition in Spanish, *Guia del Movimiento de Transicion*, with a foreword by Rob Hopkins.

Ahead of COP21, Lionel Astruc interviewed Rob Hopkins and Corinne Coughanowr of the French Transition Hub, for *Le pouvoir d'agir ensemble, ici et maintenant*, (The Power to Act Together Here and Now), which was published in France. An Italian version is due to be published in 2016.

Contributing to EU policy discussions

During 2015-2016, the Transition movement has been represented at some key relevant events and discussions at EU level. The personal relationships developed within institutions and organisations at EU level, co-ordinated by Filipa Pimentel, have been based on trust, truth and non-violent communication. This year continued the collaboration with the European Parliament, the European Economic and Social Committee (Sustainable Development Observatory), the European Foundation Center and Energy Cities/Covenant of Mayors.

Filipa and Rob spoke at the European parliament in May 2015, at the 2nd Symposium of Sustainable Development, describing the grassroots nature of the Transition movement.

They both also took part in the Transition to a Low Carbon Economy Conference at the European Parliament, organised by the Italian Five Stars movement, discussing what Transition could do to re-invigorate the civil engagement of the European Union.

We responded to a recent European Economic and Social Committee consultation about the contribution of civil society to delivering the commitments of the COP21 climate agreement. As a result, Filipa Pimentel and Cristiano Bottone of Transition Italia were invited to give evidence at a European Economic and Social Committee meeting in May 2016.

Transition Network website

We have been progressing the development of a new website, with the aims of being clearer and easier to use; more internationally-relevant in the context of so many more enquiries and new Transition initiatives in non-UK countries; and featuring up-to-date resources and advice to help Transitioners.

We worked with the Transition Hub for Brussels and Wallonia, Réseau Transition, on a trial of software to help Transition initiatives register on Transition Hub websites, in a way that can share this with the Transition Network database - the "International Initiative Registration Service".

4.2 Supporting Transition Initiatives

A large range of our work helps support Transition initiatives to help them set up, develop, thrive and avoid burn-out. Support work this year includes:

- *International Transition Conference, September 2015*
- *Developing Online Support Resources*
- *Regional connecting and peer-to-peer support (UK)*
- *Facilitating the seeds of an English Transition Hub*
- *Transition Training courses*
- *Supporting groups with Inner Transition*
- *Developing a guide for Universities*

International Transition Conference

To help support, inspire and connect Transitioners we held an International Transition Conference, 19th-20th September 2015, at Seale Hayne College, Devon, UK. This was our first conference for three years, and the first explicitly international one. 380 people attended the conference from over 40 countries.

There was an international facilitation team, co-ordinated by Training and Events Co-ordinator Naresh Giangrande and Inner Transition Co-ordinator Sophy Banks. Naresh worked with independent contractor Dan Hurring on the logistics of planning the conference.



Highlights of the conference included:

- A Global Webcast, presented by Filipa Pimentel and Naresh Giangrande, to help connect the conference to Transitioners around the world.
- A moving Requiem for the Global Industrial Growth System process facilitated by Sophy Banks. Sophy had requests from many people who'd like to run a similar process, including from France, UK, Hong Kong, Mexico and Portugal, and created resources to help them do this.
- A workshop on what stimulates systems to change, led by Yoav Egozi from Transition Israel and researcher Noel Longhurst from University of East Anglia.
- A wide range of workshops - both on the Skills Day immediately preceding the conference and shorter workshops on the Saturday.
- An Elders and Youngers presence woven through the conference, including Elders Hearth sessions.
- An Open Space session which led to many different fruitful discussions.

It was great to bring together so many people who are pioneering Transition in their communities around the world. Running a conference has a cost in terms of organisational time and we are aware of the environmental cost of attendees taking flights to attend. At this time the balance felt in favour of forging connections in person that can then be maintained virtually. Inspirations, energy, ideas and practical tips were shared; connections across and between countries were made.

Developing Online Support Resources

Since 2014 we have been redeveloping our online support resources to be clearer and more concise, up-to-date and more internationally applicable. The first draft of the basic support framework: "Setting up and developing an effective core group", drafted by Initiative Support Co-ordinator Mike Thomas, went online in spring 2015, and has since been improved and updated using feedback online and from workshop events.

There has been good interest in these resources from groups who want to get re-started in Transition. We have also been promoting them through framing pieces that outline a whole support section like 'practical projects' as well as an activity of the fortnight that takes a resource and turns it into a blogpost.

An important new support resource is a down-loadable Health Check for Transition groups, now online. Mike has also created a Health Check workshop which he delivered at Transition Roadshows in the UK (including Berkhamsted in April 2015) and at the conference. Transition initiatives are encouraged to do this health-check exercise as a group, to celebrate their achievements and identify the areas they might want to develop, with the help of support resources or training.

We are working towards a new version of the Transition Network website, to help people find the resources and information they need more easily and to be more internationally-relevant. This is a high priority in 2016 and will feature the new basic support resources, the health-check, new resources on Inner Transition that complement these, and a rationalisation of the existing resources such as the Ingredients from the Transition Companion book and training resources.

Regional connecting and peer-to-peer support (UK)

Feedback from Transition groups has also shown that peer-to-peer support and regional connecting can be vital for sustaining momentum, and effective in helping develop new projects. For example, Transition Network worked with five Transition groups in the UK to co-organise regional Transition Roadshows. The last of these was the Three Counties Roadshow hosted by Transition Berkhamsted in April 2015. This brought together Transition groups and partners, providing a mix of support, skills and engagement, and connections that have led to new or expanded projects and increased engagement from new people:

“An exciting opportunity has come out of the Roadshow, for a large scale community energy project locally, which if successful will give us the funds necessary to employ one or two people and kick-start the scale-up of our initiative.

The dormant but excellent Transition Town Chesham and Transition Town Amersham have been inspired to start up again.” – Transition Town Berkhamsted, co-organisers of the Three Counties Roadshow

In our role as the “hub” for England and/or Wales, we want to facilitate stronger regional and peer support for Transition groups in the UK. We were fortunate to gain new funding from Joseph Rowntree Charitable Trust in January 2016, to boost peer-to-peer and regional support between UK Transition initiatives in 2016 and 2017, and to assist with the emergence of a Hub for England and/or Wales (see below).

Facilitating the seeds of an English Transition Hub

We are increasingly making clear distinctions between Transition Network’s evolving role catalysing and supporting an international movement and the work we undertake acting, in effect, as the Transition Hub for England and Wales. In summer 2015 a developing Transition Hub re-emerged in Scotland, alongside the Hub group which already covers Ireland and Northern Ireland and this has focused the discussion about a UK Transition Hub onto England and/or Wales.

We are keen to facilitate the emergence of a Hub that can provide more dedicated support for Transition initiatives in England and/or Wales. Transition Network trustee Hilary Jennings and others publicised the possibility of a Hub for England or England & Wales on our website and at the conference. A number of Transitioners expressed an interest in exploring the potential, and an initial online meeting was held in December 2015 with interested Transitioners from England. During 2016 we will be mapping and contacting Transition groups throughout England to find out how they are doing and to let them know that a Hub is beginning to be developed. We are also in contact with the regional network of Transition groups which already exists in Powys, Wales.

Transition Training courses

There is a network of Transition trainers around the world, in 30 countries, delivering the main Transition training courses, Transition Launch (for those who are starting) and Transition Thrive (for experienced Transitioners).

During this year, Naresh Giangrande and Dutch Transition trainer Tara Notembomer ran a Train the Trainer course in November 2015, near Zagreb, Croatia, training 12 new Transition trainers from Croatia, Germany, Austria, UK/South East Asia, Holland and Portugal. There are now over 150 Transition trainers in the international network.

Transition Training has particularly taken off in Latin America, with Mexican trainer Raúl Vélez co-ordinating and delivering Transition Launch in 8 countries in 2015 - Uruguay, Venezuela, Colombia, Peru, Argentina, Bolivia, Mexico and Ecuador - with 236 participants. From December 2015 –

February 2016, Spanish Transition trainer Juan del Rio toured South America, holding meetings and trainings about Transition, including Inner Transition courses, including with Mexican trainer Raúl Velez.

In the UK, the regional Transition hub for Powys, Wales, hosted a series of trainings from January – March 2016, including a Transition Thrive training course attended by 40 people. The other courses were Permaculture for Transition by Marina O’Connell and Ros Bedlow, and Real World Economics by Inez Aponte, a relatively new course for us based on the work of Manfred Max-Neef.

Since 2013, we have been running an online version of the Transition Launch course, an 8 weekly webinar session Launch:Online course. During 2015-2016 an English-language Launch:Online course took place from January – March 2016, with attendees from UK, South Africa, Australia, Belgium, Austria, Germany, France and Italy. There were good discussions between webinars and a feeling of an online tribe of people who are searching for a way to engage with the problems of our times, in their own place, and find the solutions that make sense for themselves and the planet.

This year we have also been hosting the delivery of the Spanish-language Launch:Online training course, which ran twice during the year, coordinated by Juan del Rio of the Spanish Transition Hub.

Supporting groups with Inner Transition

We have an important focus of support and training on Inner Transition. Inner Transition means that Transition is not just about the tangible “things you can do” such as setting up community-owned renewable energy, growing local food or running a repair café. It’s also about helping people care for themselves and each other, work with the difficult psychological feelings around change and activism, connect with nature and build stronger communities.

Sophy Banks held the role of Inner Transition Co-ordinator until the end of 2015, when she stepped down from the role. Claire Milne started work as the Inner Transition Co-ordinator in January 2016.

Sophy ran a series of workshops and meetings on Inner Transition and support themes in Portugal in May 2015, urging Portuguese Transitioners not to exhaust themselves, and helping a Transition group bring itself back together after difficulties.

She also ran 2 -day Inner Transition workshop with 16 participants near Biella, Italy, in July 2015, co-facilitated with Ellen Bermann (Transition trainer and Transition Network trustee) who can now continue to deliver Inner Transition workshops. This trip also included a workshop for the Italian Transition hub looking at group dynamics and founders syndrome.

Sophy, Claire, and Portuguese Transitioner Annelieke van der Sluijs have facilitated international Inner Transition Group online calls, to update and share learnings and insights between people from many countries with an interest or practice in Inner Transition. Contributors to these calls have come from countries including Spain, Portugal, Colombia, Italy, Norway, Chile, Mexico, Japan, Sweden, USA, Romania, France, Brazil and Germany.

Developing a guide for Universities

Transition Network has been working with Maria Cooper of Transition St. Andrews and St. Andrews University, UK, to develop a guide on how to carry out Transition in a University. At Transition St. Andrews they have been concentrating on embedding Transition into the way the University operates and amongst the students.

4.3 Supporting new livelihoods

Transition Network's work on supporting groups to re-imagine local economies is the REconomy Project. This was our second year of work on a funded UK REconomy Project, while Transition Hubs in ten other countries have started working on REconomy approaches. We have supported international sharing of ideas and resources on "One Year in Transition" livelihood-creation programmes from young adults.

REconomy Project UK

This was our second year of work on a UK REconomy Project funded by Friends Provident Foundation and Polden-Puckham Charitable Foundation. We have been piloting community-based support for emerging enterprises, in partnership with two Transition initiatives, rural Transition Town Totnes and urban Transition Town Brixton.

The REconomy Project Manager role was held by Fiona Ward until October 2015, when Laura Outhart was recruited to the UK REconomy Project Manager role. The rest of the UK REconomy team includes Communications Co-ordinator Ainslie Beattie, consultant communications expert Anna Lodge, charity and social business consultant Jo Taylor, Mark Simmonds, an expert on starting social enterprises, investment consultant Fraser Durham, Jay Tompt of Transition Town Totnes and Duncan Law of Transition Town Brixton.

Transition Town Totnes have continued to develop a REconomy Centre as a workplace, social enterprise incubator and delivery point for services and support to over 80 social enterprises. They have offered one-to-one support and mentoring to 11 "Transition-oriented" enterprises. They held their annual Local Entrepreneur Forum in May 2015, where people who are developing sustainable social enterprises pitch to the whole audience, who can then respond with offers of funding or investment, goods, services or other ways to help.



Picture: REconomy Centre in Totnes

Transition Town Brixton implemented the Local Entrepreneur Forum idea, the first held in an urban area like Brixton, in June 2015. They have also been providing one-to-one support to social enterprises. They have been working with partners to develop a network of local enterprise support to help co-ordinate activities and fill gaps.



Picture: All the pitching enterprises on-stage at the end of the Brixton Local Entrepreneur Forum, June 2015 (photo Paul Mackay)

We are harvesting learnings from these Community Enterprise Support and Investment pilots, such as:

- Creating a strong, broad and motivated base of local people to develop, deliver and support REconomy activity is a vital first step.
- Enterprises are at different stages, with different pressures and are moving at different speeds. Therefore one-to-one support and peer-to-peer mentoring works better than a one-size-fits-all enterprise support programme. However there is also a desire for local social enterprises to be connected and to support each other.

There are now 77 Transition initiatives and similar groups in the UK who are doing some sort of REconomy work or project.

In February 2016 we launched an online database, <http://funds.reconomy.org>, to help Transition initiatives and similar groups to find investment or grants for Transition-oriented Enterprises.

Working with local Transition initiatives, we held three REconomy regional events during this year:

- Powys REconomics - in partnerships with Powys Transition & Low Carbon Communities in Wales, October 2015
- A REconomy Day workshop at the International Transition Conference, September 2015.
- “Road to Wigan Pier” – a REconomy day in partnership with Billinge & Orrell in Transition, February 2016.

A total of 171 people attended these events. Evaluation of REconomy events in Year 1 and the first two events in Year 2 showed that 81% of attendees feel more confident in getting involved in local economic activities, 93% of attendees have made new contacts relevant to local economy activities, and 23 Transition initiatives report either initiating or increasing their REconomy activity.

In addition, the REconomy team supported a number of partner events with workshops and presentations, including:

- Bristol New Economy Summit organised by Bristol Pound, October 2015
- How to Create a Sustainable Economy in St Albans, organised by Transition St Albans, November 2015.

REconomy Project International

Transition Hubs in ten other countries have started working on REconomy projects and approaches in the last two years. The range of work is very varied, depending on the economic situation, needs and opportunities of every different country.

Transition Network has held a role of convening online meetings for these Hubs to share learning, support and ideas as they develop REconomy approaches. After Fiona Ward stepped down as REconomy Project Manager, the role of co-ordination of sharing support and learning was handed to the Croatian Transition Hub.

Highlights of the REconomy work pursued by five of the Transition Hubs are:

- USA held a REconomy event in May 2015 and collected 20 case studies of Transition enterprises in the US.

- Brazil held a 'class' about REconomia, which included the building of a REconomia High Street. They are putting this approach into the Gaia Education Curriculum, as a partnership, in Brasília, São Paulo and Alto Paraíso de Goiás. They also collected 10 case studies of enterprises.
- Mexico held a series of 3 REconomy events in partnership with 3 Transition Initiatives: Transition Queretaro, Transition Playa del Carmen and Transition Tepoztlán, and collected a set of 5 case studies.
- Portugal are responding to the high rate of youth unemployment, combining REconomy and One Year in Transition ideas. They launched the Meio Ano em Transição (One Year in Transition) course in February 2016.
- Germany held a REconomy launch event with 80 attendees and collected 5 case studies.

The other five Hubs that have pioneered REconomy work are Croatia, Wallonia/Brussels (Belgium), Italy, Latvia and the Netherlands.

One Year in Transition

Education Co-ordinator Isabel Carlisle runs a One Year in Transition course in the UK for young adults aged 20 – 35 to help them develop sustainable livelihoods and the skills for community development.

She has been supporting people in other countries to design One Year in Transition sister programmes which are grounded in local contexts. This is an international community of practice, sharing educational resources and learning about livelihood-creation programmes for young adults in their own country.

The Portuguese Transition Hub launched a 6-month pilot Meio Ano em Transição with 8 students in February 2016, based in Sao Luis, with the participants aiming to improve its local economy as well as create livelihoods for themselves. The Swedish Hub's One Year in Transition project is searching for a suitable Folk High School with available teaching quota that could launch a One Year in Transition programme.

4.4 Demonstrating impact

This area of what we want to achieve in our 2014-2017 strategy, has unfortunately not yet been well-resourced. However, we are aware that there are a number of research programmes underway involving Transition groups or with relevance to Transition. It is difficult to have the capacity to engage with all of the relevant research, but our involvement in the ECOLISE partnership is helping with this.

One area of interest in some of the current research is the impact from Transition initiatives working with municipalities and local government. For examples:

- Italian Transition trainer Cristiano Bottone has been working for many years on creative partnerships between local authorities and civil society. In his region in Italy, Emilia Romagna, he reports the consequences of a very complex process inspired by Transition concepts. Results of dedicated partnership work with the regional branch of the Italian Association of Municipalities include:
 - From about 40 municipalities signed up to the Covenant of the Mayors (a carbon-saving network) to about 300 (97% of population)
 - From 2 municipal councillors dedicated to energy and carbon emissions to more than 80
 - 30% of the region's population now has access to a dedicated service to help with energy efficiency and renewable energy (previously 8%)
 - From 0 to 36 municipal experts networking within the region

This has led to political will to work on a low-carbon future, development of markets in retrofitting buildings and renewable energy, and changing priorities from communities.

- The Irish Transition Hub played a key convening role in the creation of the People's Energy Charter, greatly increasing the level of public participation in the development and implementation of energy policy, during 2014-2015.

4.5 Evolving internationally

Our focus for the international support of the Transition movement continues to be the growing network of Transition Hubs. Most Transition Hubs are emerging organisations with very limited resources. We've worked on a range of ways to support Hubs to build individual organisational capacity. We've also supported the development of this network of Transition Hubs as a stronger network, that can share support and learning between its members, including through a Hubs Gathering in September 2015. The ECOLISE partnership is bringing benefits of collaboration and links with the research community.

When a Transition Hub has the capacity, we have agreed a Memorandum of Understanding with them on their role. There has been a good increase in Hubs gaining the capacity to become "official" in the April 2015 – March 2016 year. Hubs that have signed Memorandums of Understanding during this 12 month period are Slovenia, Denmark, Latvia, Luxembourg and Portugal.

There are also more emerging Transition Hubs forming. Since April 2015 emerging Hubs have formed in Argentina, Austria and Colombia.

The countries where there are Transition Hubs in different stages (and other countries which have Transition initiatives) is as follows, at end March 2016:

Countries with an official Transition Hub, with a Memorandum of Understanding	Countries with developing Transition Hubs	Countries with Transition initiatives but no Hub (yet)
Belgium (Wallonia/Brussels)	Argentina	Bangladesh
Brazil	Australia	Canada
Chile	Austria	Estonia
Croatia	Belgium (Flemish)	Finland
Denmark	Colombia	Greece
Germany	England	India
Hungary	France	Iran
Ireland	Israel	Mauritius
Italy	Mexico	Malaysia
Japan	Philippines	New Zealand
Latvia	Scotland	Nigeria
Luxembourg		Poland
Netherlands		Saint Vincent and the Grenadines
Norway		Serbia
Portugal		South Africa
Romania		Switzerland
Slovenia		Taiwan
Spain		Thailand
Sweden		United Arab Emirates
United States		Wales

Hub Capacity-Building

We ran a series of evening webinars in July 2015 on subjects prioritised by the Hubs, covering:

- Maintaining an Effective Hub;

- Sociocracy and Holacracy for Hubs;
- Virtual Teams;
- Inner Transition for Hubs – focus on Facilitation;
- Running a National Hub as a Transition Enterprise.

Most of these webinars were attended by more than 20 Hubs representatives from at least 3 continents. Feedback was generally really positive, around learning and connection with others.

We ran two rounds of seed-funding for Hubs during 2015/6, distributing small but helpful amounts of seed-funding to help build their capacity. Much of the work funded increased the capacity and connections for Transition:

Organisational capacity

- Developing a Collaborative Design Council of 12 Transition leaders to advise on Transition US activities (USA)
- Gathering and re-organisation of Transition trainers and facilitators, March 2016 (Italy)
- A National Transition meeting in November 2015 to strategically organise the Hub (Chile)
- Implementation of Sociocracy and Holacracy in the governance of the Hub (Brussels/Wallonia)

Training and resources

- Trainings and resources on social justice (USA)
- Transition Launch Training, March 2016 (Croatia)
- Trainings and resources on Inner Transition (Brussels/Wallonia)

Conferences and gatherings

- A 3 day Transition Fest, October 2015 (Italy)
- 3-day National Transition Conference in São Paulo in February 2016 (Brazil)
- Planning for a 2016 Latin American Transition Gathering (Chile)
- Second meeting of the Slovenian/Croatian/Hungarian Transition Hubs in November 2015 to discuss joint work (Slovenia)
- Funding contribution towards a big Danish conference called "Det Fælles Bedste" (For the common good), about Transition, sustainability and organic living, April 2016 (Denmark)
- Hub gathering, March 2016 (Portugal)

Websites

- Redevelopment of the websites (Germany and Portugal)

Projects

- Peer mentoring programme to help new Transitioners start (Hungary)
- 2-day ProAction Café in February 2016 where six project ideas emerged and were nurtured towards their next steps (Hungary)
- One Year in Transition work (Portugal and Sweden)
- Pilot project working with municipalities (Spain)

Another key area of work is the translation of Transition resources. We continue to see informal collaboration around translation across the National Hubs - with the Spanish and French speaking hubs becoming increasingly organised in the way they are working together to maximise the

resources available in those languages. We put out an open call for people within and beyond the Hubs movement to take on this work, and had some excellent responses. We have assigned a translations work package to a combination of a Portugal based team “Moving Causes” along with a member of the Italian Hub.

Hubs Gathering

The collaboration of the Hubs had an important focus at the National Hubs Gathering which was held before and after the Transition international conference at Seale Hayne, Newton Abbot, between 18th – 22nd September 2015. There were 51 attendees of 28 nationalities (42 Hubs representatives and 9 Transition Network staff or trustees. The Hubs Gathering modelled and used sociocratic decision-making, including to propose some new working groups.

At this gathering there was a great desire to talk about many aspects of the future development of the Hubs group and Transition Network, and a lot of tensions around this. The gathering showed the potential and experience out there in the international network of Transition Hubs and beyond. The Hubs gathering proposed an “Evolution” working group that could “develop and facilitate a beautiful and inclusive dreaming process, to gather hopes, dreams and visions for the evolution of the network/ web of Transition initiatives and Hubs”.

There is a tension between developing more collaborative processes and structures and the limited current capacity that Hub members have to get actively involved in co-design. It is important to be working towards a more open and truly international structure. The need for the Transition Network structure, processes and actions to become more international will remain a priority for Transition Network staff, particularly going into the organisational development process.

The connection and collaboration between Hub representatives and Transition Network staff continues to evolve, with skype chat and a facebook group proving successful at facilitating good peer-to-peer communication to share experiences, support each other's work, maintain daily connection and keep the network relationships alive.

As the international network gets stronger, there is increased collaboration and mutual support between Hubs, with or without the direct involvement of Transition Network. For examples, Cristiano Bottone from Italy contributed to the exciting Danish Det Fælles Bedste conference in April 2016 attended by more than 2,000 people. Increasingly we can see the Transition Network charity as just one of the nodes in a richly-connected mesh network which is learning from innovation at all points in the network.

ECOLISE

Transition Network and some of the Transition Hubs in Europe are members of the ECOLISE partnership (the European Network for Community-based initiatives on climate change and sustainability). The partnership includes organisations from the permaculture and eco-village movements as well as specialist academic institutions and an important local government sustainability network (ICLEI).

We worked with our ECOLISE partners to co-ordinate activities during COP21 in Paris, including staffing a stand in the official exhibition space, showcasing the work of Transition, eco-villages, permaculture and similar movements. Transition Network Delivery Director Sarah McAdam is Vice-President of ECOLISE and helped plan their second General Assembly in February 2016, at which the ECOLISE strategy was fleshed out and priorities agreed for the coming year. We are making good links with the research community through ECOLISE and are increasingly sharing information about opportunities to secure funding, influence policy and align our projects and activities.

4.6 Healthy organisational culture

Our work to maintain and develop a healthy organisational culture is moving into an exciting new phase as we explore the scope to develop more agile, self-managed and focused structures, plans and processes. We also held a period of reflection in early 2016.

At March 2016 Transition Network had 11 employees (10 of whom are part-time) and there are a number of freelance contractors we work with closely to deliver our work.

We use a number of ways to maintain and improve a healthy organisational culture, including:

- Alternating monthly staff meetings between task-based Doing meetings and more reflective Being meetings.
- Staff Delivery Groups that collaborate on decisions and pieces of work, in the areas of International, STIR (Support, Training, Inner Transition and REconomy), and Communications.

Our Away Days in May 2015 identified a strong desire for Transition Network to develop a more agile organisational structure - drawing on approaches such as sociocracy - to help reduce the time and cost overheads of working collaboratively and increase our self-management. In sociocracy decisions are made by “consent” – each member of the group must agree for a proposal to be passed. Objections to a proposal are useful in helping to improve the proposal until it can be agreed. A number of Transition Hubs, including Brussels/Wallonia, Italy and Chile, have been reaping benefits from using sociocratic ways of working. We are also inspired by the concepts of “Teal organisations” in Frederic Laloux’s book *Reinventing Organisations*.

Since the Hubs Gathering in September 2015 we are clear that any internal Transition Network organisational development process needs to be complementary to and run alongside this wider international Dreaming Process. Particularly in this international context, we need to design structures and processes which support an ongoing cycle of action and reflection and build our capacity to evolve and respond nimbly to continually changing needs and opportunities.

We are very grateful for funding from the Tudor Trust in January 2016 to work on this organisational development process. We recruited organisational development contractors Université du Nous to work with us, who have previously worked with the Brussels/Wallonia Hub.

In December 2015 the staff team felt a great need for a period of reflection, particularly after the intense work around the COP21 climate change negotiations and the 21 Stories of Transition publication, and, before that, the international Transition Conference in September 2015. We allocated the last week of each of January, February and March 2016 as reflection weeks, during which the staff team came together for 3 days and went through a fairly intense and emergent process. The team generated a very large list of questions and issues which gives a good foundation for the organisational development work.

There was a strong drive to experiment with doing fewer and more collaborative activities as an organisation. We took a first step in this by prioritising working collectively on the website re-development project during 2016.

5 Thank You to our Funders

We are immensely grateful to all of our funders who make our work possible, and through their support and vision, enable us to continue to support and inspire the Transition movement, and to explore and develop new approaches.

We thank wholeheartedly the following funders and donors, who have made the work outlined in this report possible:

- Our largest funder, a Foundation who wish to remain anonymous, to whom we are incredibly grateful for enabling us to support and stimulate a wealth of work around the world. They have been visionary in a grant which enables us to be more flexible and responsive than before, in working on the key areas of international Transition Hub development, Supporting Transition and Communicating the Transition Story. In this year they also made a small grant for One Year in Transition.
- The Roddick Foundation for a vital grant in summer 2015, to make our communications and support work possible.
- The Tudor Trust for a visionary grant which part-funded the salary of our Delivery Director, making us much more strategic and improving our collaboration and organisational culture.
- The Tudor Trust for a new grant from January 2016, to enable us to work on organisational development, to help us explore the next phase of Transition Network's evolution.
- Joseph Rowntree Charitable Trust, for a new grant from January 2016 to develop peer-to-peer support and regional connections between Transition community groups in the UK, and explore an England/Wales Hub structure to increase support for Transitioners.
- Friends Provident Foundation for their very significant grant for the UK REconomy Project.
- Polden-Puckham Charitable Foundation for honouring us with outstanding flag-ship funding for the pilot work of the UK REconomy Project.
- Roger Ross of Lots Road Auctions for his long-standing and incredibly generous core funding support, which helps every area of our work, as well as particular support to make *21 Stories of Transition* possible.
- Pete Yeo, through the Rainmaker Foundation, for helping us make *21 Stories of Transition* as good as it could be, and for contributing to the development of One Year in Transition in the UK, Portugal and Sweden.
- Fondation Charles Léopold Mayer pour le Progrès de l'Homme for helping us take important steps in the international development of our website and web-based services.
- The Primrose Hill Trust for a wonderful donation to our work.
- The Bromley Trust for their supportive core funding until summer 2015.
- Good Energy for so helpfully sponsoring the September 2015 International Transition Conference.

- Funding from a very generous donation in 2014 from a Network for Social Change individual, helping fund a member of staff to support Rob Hopkins' work on inspiring and catalysing the Transition movement.
- Funding from a large and significant grant in 2013/2014 from the V. Kann Rasmussen Foundation, supporting us to work internationally on a wide range of our work.
- Funding from a UK Charitable Foundation in 2014/2015, which helped us run regional Transition Roadshow events in the UK, including in April 2015.

On a small number of occasions Transition Network has acted as a "charity conduit" to enable organisations and projects which are strongly aligned with our strategic aims, to access funding from charitable trusts. In 2015-2016 we acted as a charity conduit for the following grants:

- Fondation Charles Léopold Mayer pour le Progrès de l'Homme for the Real Economy Lab, strongly aligned to our REconomy work.
- Polden-Puckham Charitable Foundation for the Real Economy Lab.
- Network for Social Change for Transition Town Brixton's REconomy Project, one of the communities taking part in our UK REconomy pilot work.
- Marmot Trust for the Bristol New Economic Summit in October 2015.

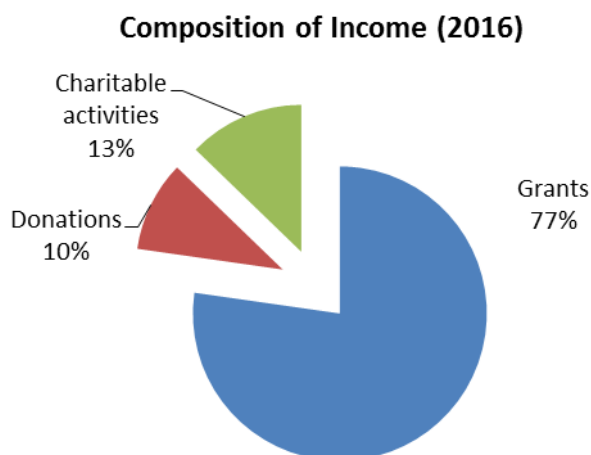
6 Financial Review of the Year

The Charity is primarily funded by grants, donations and income generated from the Charity's own charitable activities. Total income for the year ended 31 March 2016 was £651,657 (2015: £498,028) and the breakdown of income was as follows:

Grants and donations (see Note 4 on page 33)

Restricted income grants, which are accounted for separately and only used for specified purposes, amounted to £503,014, an increase of £107,941 over the previous year (2014: £395,073). The difference was due to a £48,940 increase in grants for REconomy work, and a grant of £45,000 to support organizational development. The most significant source of grant funding continues to be an anonymous foundation who have agreed to fund £250,000 a year over 3 years from April 2015 to March 2018 (2015: £260,000). This grant supports a wide range of the Charity's activities and in particular its international work.

Total donations of £64,799 (2015: £55,193) were underpinned once again by a donation of £50,000 from Roger Ross of Lots Road Auctions.



Income from charitable activities (see Note 5 on page 34)

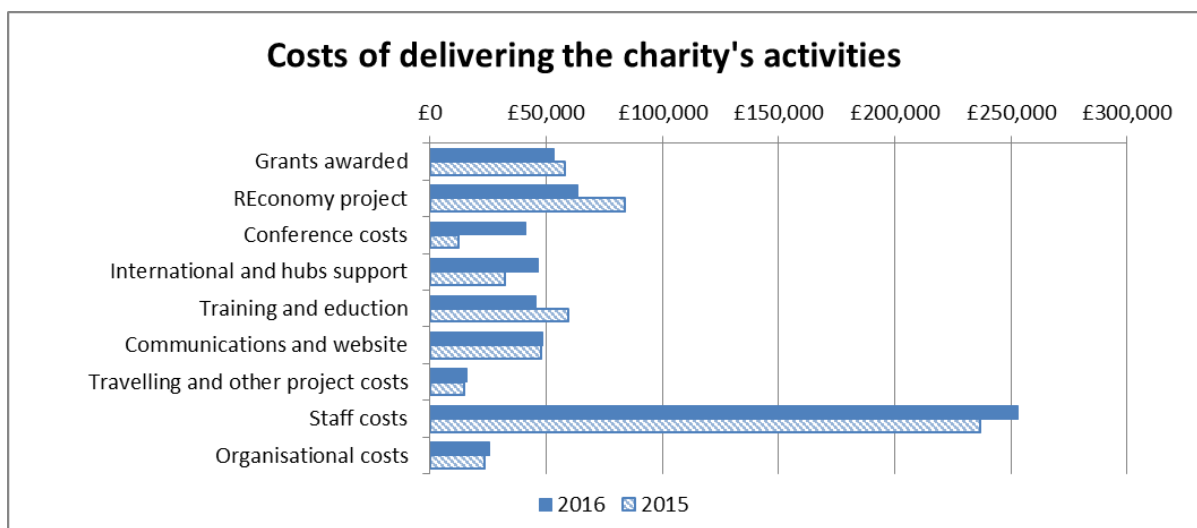
Income generated from charitable activities was £83,362, up £36,416 on the previous year (2014: £46,946). The key reason was the Transition Conference that took place during the year, with revenues of £45,196. Talk fees, which tend to vary from year to year, fell by £4,661. Income from book sales and royalties increased by £2,328. Transition Education fees rose again to £14,586 (2014: £10,841) and training fees fell by £4,513 as this activity continues to move out into National Hubs.

Expenditure (see Notes 8 & 9 on pages 34-36)

The costs of generating funds of £18,947 (2015 £19,416) is accounted for almost entirely by staff costs of the Network fundraising manager.

The remaining expenditure of £593,572 (2015: £574,947) was on delivering the charity's objectives, the main categories of which are represented in the chart below, apart from the costs of Trustee meetings, which fell to £3,763 (2015: £5,171) and Independent Examiner fees of £1,764.

Staff costs remain the largest item of expenditure amounting to £252,885 (2015: £236,597). Approximately 81% (2015: 94%) of staff costs were covered by core cost grants and restricted income grants that support particular roles.



The most significant increases were another rise in expenditure on Transition Hubs support to £46,579 (2015: £32,315), including the salary of the National Hubs Co-ordinator, and the costs of the 2015 International Transition Conference of £41,246.

Fund balances (see Note 15 on pages 39-40)

The general fund decreased to £90,890 (2015: £93,746). This was better than expected as some anticipated expenditure, in particular on website redevelopment, was delayed until the new financial year.

Restricted fund balances at the year-end were £96,427 (2015: £54,433). The increase was driven mainly by the timing of two grants for core costs and organisational development received before the financial year end but due to be spent during the following financial year. Other than this, there were no individual funds greater than £20,000 at the year end, as the pattern of the charity's expenditure is fairly evenly matched with the timing of its receipts from grant funders.

There was a deficit of £11,354 in one funds at the year-end, as project costs were incurred in anticipation of grants received after the year-end.

Reserves Policy

The board of Trustees continually reviews the reserves of the charity. Assets must be sufficient to enable the charity to operate effectively and to cover any sums payable to staff should they be made redundant. The charity has a number of restricted funds; the purpose of these funds is detailed in the notes to the financial statements.

The charity aims to hold at least four months' core running costs in the general reserve at all times to ensure that the charity is able to meet all of its legal obligations should funding be withdrawn. The Trustees aimed to maintain target reserves at £75,000 for the year to 31 March 2016.

7 Structure, Governance and Management

Governing document

The company is limited by guarantee, having no share capital (registered number 06135675) and incorporated 2 March 2007. It received charitable status on 19 March 2009 (registered charity 1128675). Under the provisions of Section 60 of the Companies Act 2006, the company is entitled to omit the word “Limited” from its name. It is governed by its Memorandum and Articles of Association. Members of the Trustee Board are all Directors of the company. In the event of the company being wound up the liability of the members is limited to £10 each.

Trustees and principal officers

The trustees serving during the year and since the year end were as follows:

Peter Lipman (Chair)	Peter is the former policy director at sustainable transport charity Sustrans, and was involved with setting up Transition Bristol and then Transition Network.
Tony Greenham ACA (Treasurer)	Tony is Director of Economy, Enterprise and Manufacturing at the RSA, a visiting lecturer at Schumacher College and a Fellow of the Finance Innovation Lab.
Clare Pavitt	Clare is Training and Learning Manager at the Equality Challenge Unit, has previously worked in equality and diversity at York St John University, Greater Manchester Police and the BBC, and is involved in local Transition work.
Ellen Bermann	Member of Italian National Transition Hub, elected by the National Hubs as a representative and “keeper of the global perspective”.
Hilary Jennings	Co-founder of Transition Tooting, working in the cultural sector on projects encouraging creative responses to global challenges, Director of the Happy Museum Project and a coach and community mediator.
Henry Owen	Henry is embarking on an MSc. at Oxford University in Environmental Change and Management, and has worked with social change projects in Oxford such as Oxford Hub and the Community Action Group project.
Andrew Simms	Author, co-founder of the New Weather Institute and Green New Deal Group, NEF Fellow, Associate of Compass and former Policy Director at NEF.

Stood down during the 2015/2016 year:

Anna Guyer (appointed 6 th June 2014, resigned 3 rd July 2015)	An experienced marketing and communications PR professional who set up Greenhouse PR to work exclusively with organisations pioneering a sustainable economy.
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The members are Directors for the purpose of company law and Trustees for the purpose of charity law. The day to day running of the charity is delegated by the Board to the staff team. The Board meets quarterly and focuses on strategic and governance matters. The Trustees regularly review the composition of the Board and consider whether the skills, experience and diversity are effective for

the good governance of the Charity. New Trustees are appointed following an application and interview process. The Chairman explains the role and responsibilities to new trustees.

Risk management

The Trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

Statement of Trustees' responsibilities

Company law requires the Trustees to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements 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 presume that the charity will continue its operations.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities and in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the Trustees on 18/11 2016

P Lipman (Chair of Trustees)



Independent Examiner's Report to the Trustees of Transition Network

I report on the accounts of the company for the year ended 31 March 2016 which are set out on pages 29 to 41.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The 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 being a qualified member of the Association of Chartered Certified Accountants.

Having satisfied myself that the charity is not subject to an 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;
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act, as amended); and
- state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement


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

- 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.


.....
P Beard ACA, FCCA
Darnells, Chartered Accountants
30 Fore Street
Totnes
Devon
TQ9 5RP

30th November 2016
.....
Date

TRANSITION NETWORK
STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
For the year ended 31 March 2016

	Note	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £	Total Funds 2015 £
Income and endowments from:					
Donations and legacies	4	50,799	517,014	567,813	450,266
Charitable activities	5	83,362	-	83,362	46,946
Investments	6	482	-	482	816
Total		134,643	517,014	651,657	498,028
Expenditure on:					
Raising funds	8	13,191	5,756	18,947	19,416
Charitable activities	9	124,308	469,264	593,572	574,947
Total		137,499	475,020	612,519	594,363
Net income/(expenditure)		(2,856)	41,994	39,138	(96,335)
Transfers between funds		-	-	-	-
Net movement in funds		(2,856)	41,994	39,138	(96,335)
Reconciliation of funds					
Total funds brought forward		93,746	54,433	148,179	244,514
Total funds carried forward		90,890	96,427	187,317	148,179

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

The Statement of Financial Activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

TRANSITION NETWORK

BALANCE SHEET

as at 31 March 2016

	Notes	2016 £	2015 £
Fixed assets:			
Tangible assets	10	2,829	3,015
Total fixed assets		<u>2,829</u>	<u>3,015</u>
Current assets:			
Debtors	11	5,536	6,050
Cash at bank and in hand		209,057	214,843
Total current assets		<u>214,593</u>	<u>220,893</u>
Liabilities:			
Creditors: amounts falling due within one year	12	(30,105)	(75,729)
Net current assets		<u>184,488</u>	<u>145,164</u>
Total net assets		<u>187,317</u>	<u>148,179</u>
The funds of the charity:	15		
Restricted funds		96,427	54,433
Unrestricted funds		90,890	93,746
Total charity funds		<u>187,317</u>	<u>148,179</u>

The company is entitled to the exemption from the audit requirements contained in section 477 of the Companies Act 2006 for the year ended 31 March 2016. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective January 2015).

The notes at pages 31 to 41 form part of these accounts.

These financial statements were approved by the Trustee Board on behalf by

18/11/16 and signed on their

P Lipman

Peter Lipman

A C Greenham

A C Greenham, ACA

Company registration No. 06135675

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

1. Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and are in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2015), the Companies Act 2006 and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2015) issued in July 2014 applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities.

The following principal accounting policies have been applied:

a) Incoming resources

Income is recognised and included in the accounts when all of the following criteria are met:

- the Charity is entitled to the income
- the amount can be measured reliably
- receipt of the income is considered probable
- any performance conditions attached to the income have been met or are fully within the control of the Charity.

b) Resources expended

Resources expended are recognised in the Statement of Financial Activities (SOFA) on an accruals basis as the liability is incurred. Expenditure includes VAT, which cannot be recovered as the Charity is not registered for VAT.

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.

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 e.g. staff time or estimated usage.

c) Trademarks

Trademarks are valued at cost less accumulated amortisation. Amortisation is calculated to write off the cost in equal annual instalments over their estimated useful lives of seven years.

d) Tangible fixed assets

Tangible fixed assets are included at cost less accumulated depreciation. Depreciation is provided at the following rates in order to write off assets over their estimated useful lives:

Fixtures, fittings and equipment	15% of cost
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TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

e) Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

f) Fund accounting

Funds held by the charitable company are either:

Unrestricted general funds – these funds can be used in furtherance of any of the purposes of the charity.

Restricted funds – these funds can only be used for the particular restricted purposes within the objects of the charity. Restrictions arise when funds are raised for a specific purpose.

g) Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to income and expense account.

h) Debtors

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

i) Cash at bank and in hand

Cash at bank and in hand includes cash at cash handling organisations through which the charity receives money.

j) Creditors

Creditors 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

2. Legal Status of the Charity

The charitable company is limited by guarantee and does not have a share capital. In the event of the company being wound up each member, or any person who has ceased to be a member within one year of the winding up, undertakes to contribute a sum not exceeding £10 if the company is insolvent.

3. Net income for the year

	2016	2015
	£	£
Net income for the year is stated after charging:		
Amortisation of intangible assets	-	3
Depreciation of tangible assets	1,304	1,235
Independent examiner's fee	732	696
Other fees payable to the Independent Examiner	<u>1,032</u>	<u>568</u>

TRANSITION NETWORK

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

4. Donations and legacies

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
Donations:				
Roger Ross of Lots Road Auctions	50,000	3,000	53,000	50,000
Pete Yeo via Rainmaker Foundation (COP21)	-	3,000	3,000	-
Pete Yeo via Rainmaker Foundation (One Year in Transition Education)	-	5,000	5,000	5,000
Good Energy Ltd (Conference)	-	3,000	3,000	-
Primrose Hill Trust	250	-	250	-
Various general donations	549	-	549	193
	50,799	14,000	64,799	55,193
Grants:				
The Bromley Trust (Core costs)	-	2,500	2,500	5,000
An individual from Network for Social Change (Salary costs)	-	-	-	23,850
Tudor Trust (Delivery Director salary costs)	-	20,000	20,000	20,000
Tudor Trust (Core costs and organisational development)	-	45,000	45,000	-
Roddick Foundation (Core costs)	-	30,000	30,000	-
Friends Provident Foundation (REconomy Project)	-	69,431	69,431	40,491
Polden-Puckham Charitable Foundation (REconomy Project)	-	20,000	20,000	-
An anonymous Foundation (National Hubs and International development; Support, Inner Transition and Training; Transition Story and Communications; and website development.)	-	250,000	250,000	260,000
An anonymous Foundation (One Year in Transition Education bursaries)	-	6,500	6,500	-
Joseph Rowntree Charitable Trust (Regional connecting and peer-to-peer support)	-	4,624	4,624	-
Polden-Puckham Charitable Foundation (Real Economy Lab)	-	15,000	15,000	-
Fondation Charles Léopold Mayer pour le Progrès de l'Homme (Real Economy Lab)	-	31,219	31,219	27,583
Fondation Charles Léopold Mayer pour le Progrès de l'Homme (Development of Transition Network website)	-	3,540	3,540	3,912
Marmot Trust (Bristol New Economics Summit)	-	5,200	5,200	-
A UK Charitable Foundation (Transition Roadshows)	-	-	-	2,000
Polden-Puckham Charitable Foundation (Transition Free Press)	-	-	-	6,000
Network for Social Change (Transition Town Brixton)	-	-	-	6,237
	-	503,014	503,014	395,073
Total Donations & Legacies	50,799	517,014	567,813	450,266

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

4. Donations and legacies (continued)

Of the £450,266 received in 2015, £400,073 was restricted funds and £50,193 was unrestricted funds.

5. Income from charitable activities

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
Training	6,232	-	6,232	10,745
Talks and presentations	9,540	-	9,540	14,201
Royalties and book sales	7,400	-	7,400	5,072
Movie sales	378	-	378	667
Conference fees	45,196	-	45,196	2,739
Transition Education	14,586	-	14,586	10,841
Consultancy fees	-	-	-	2,500
Sundry Income	30	-	30	181
	83,362	-	83,362	46,946

6. Income from investments

	2016	2015
	£	£
Bank interest	482	816

Of the £816 received in 2015 all was unrestricted funds.

7. Taxation

The charity is exempt from tax on income falling within section 505 of the Taxes Act 1988 to the extent that these are applied to its charitable objects.

8. Expenditure on raising funds

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
Wages and salaries	11,507	5,371	16,878	17,027
Employers' NI	825	385	1,210	1,251
Event Costs	343	-	343	225
Travel, postage and other costs	157	-	157	559
Directory for Social Change	359	-	359	354
	13,191	5,756	18,947	19,416

Expenditure on raising funds of £19,416 for 2015 was unrestricted for £7,706 and restricted for £11,710.

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

9. Expenditure on charitable activities

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
Activities undertaken directly				
REconomy project	-	63,612	63,612	83,912
Conference costs	37,246	4,000	41,246	12,265
International meetings and support	160	26,791	26,951	11,684
National Hubs Co-ordinator	-	19,628	19,628	20,631
<u>Training and education</u>				
Transition Training	-	4,065	4,065	10,514
Inner Transition Training	60	23,951	24,011	22,286
Transition Education	11,908	5,820	17,728	26,553
	<u>11,968</u>	<u>33,836</u>	<u>45,804</u>	<u>59,353</u>
<u>Communications</u>				
Communications and book launch	-	15,830	15,830	5,846
Website development	-	10,182	10,182	11,808
Website and computer costs	9,123	12,000	21,123	28,487
Book costs, postage and royalty payments	1,332	-	1,332	1,669
Transition film costs	-	-	-	8
Talks costs	-	-	-	80
	<u>10,455</u>	<u>38,012</u>	<u>48,467</u>	<u>47,898</u>
Travelling and subsistence	5,426	5,085	10,511	11,708
Project costs	-	5,356	5,356	2,902
<u>Staff and training costs</u>				
Salaries and employers NI	41,941	204,826	246,767	231,494
Staff recruitment	580	-	580	1,019
Organisational development and training	1,280	4,258	5,538	4,084
	<u>43,801</u>	<u>209,084</u>	<u>252,885</u>	<u>236,597</u>

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

9. Charitable activities (Continued)

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
<u>Organisational costs</u>				
Rent	1,505	1,100	2,605	2,200
Rates	436	250	686	900
Remote office worker costs	400	1000	1,400	1,849
Insurance	238	500	738	4,225
Light and heat	216	250	466	469
Repairs and renewals	557	-	557	418
Telephone	881	850	1,731	1,408
Printing, postage and stationery	484	-	484	697
Sundry expenses	1,000	15	1,015	1,555
Bookkeeping	4,080	4,000	8,080	8,585
Paypal fees	954	-	954	165
Amortisation of intangible assets	-	-	-	3
Depreciation on fixtures, fittings and equipment	1,304	-	1,304	1,235
	12,055	7,965	20,020	23,709
<u>Governance costs</u>				
Trustee meeting expenses	2,633	1,130	3,763	5,171
Independent Examination Fee	-	732	732	696
Fees to the Independent examiner for other services	564	468	1,032	568
	3,197	2,330	5,527	6,435
	124,308	415,699	540,007	517,094
Grant funding of activities				
Analysis of grants to institutions				
Seed funding grants to various Transition Hubs	-	14,823	14,823	39,353
Real Economy Lab	-	23,500	23,500	10,500
Transition Town Berkhamsted for Transition Roadshow	-	500	500	-
Transition Town Brixton for Lambeth REconomy project	-	5,742	5,742	-
Bristol £ CIC for Bristol New Economics Summit	-	5,000	5,000	-
National Transition Hubs of Portugal and Sweden for 1 Year in Transition Education	-	4,000	4,000	-
Transition Free Press	-	-	-	8,000
Total grants	-	53,565	53,565	57,853
Total expenditure on charitable activities	124,308	469,264	593,572	574,947

Expenditure on charitable activities of £574,947 for 2015 was unrestricted for £59,303 and restricted for £515,644.

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

10. Tangible fixed assets

	Fixtures, fittings, and equipment £
Cost	
At 1 April 2015	8,234
Additions in year	1,118
At 31 March 2016	<u>9,352</u>
Depreciation	
At 1 April 2015	5,219
Charge for year	1,304
At 31 March 2016	<u>6,523</u>
Net book value	
At 31 March 2016	<u><u>2,829</u></u>
At 31 March 2015	<u><u>3,015</u></u>

11 Debtors

	2016 £	2015 £
Trade debtors	3,646	5,500
Prepayments	1,890	550
	<u>5,536</u>	<u>6,050</u>

12. Creditors: amounts falling due within one year

	2016 £	2015 £
Accruals for grants payable	450	-
Trade creditors	12,449	69,867
Taxation and social security	5,956	5,862
Other creditors	61	-
Accruals and deferred income	11,189	-
	<u>30,105</u>	<u>75,729</u>

Accruals and deferred income includes deferred income of £1,116 (2015: £nil). The deferred income comprises education fees received in advance from students in March relating to education services provided after the year end.

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

13. Trustees and employees

Number of employees

The average number of employees during the year was 1 full time and 10 part time staff (2015: 1 full time and 10 part time staff).

Employment costs	2016 £	2015 £
Salaries	244,003	230,004
National insurance contributions	20,852	19,768
	<u>264,855</u>	<u>249,772</u>
Additionally the National Hubs Co-ordinator who lives and works in Belgium was employed under Belgian Law and the total cost of remuneration including all relevant statutory payments was	<u>19,628</u>	<u>20,631</u>

There were no employees with emoluments over £60,000.

Seven Trustees (2015:8) were reimbursed expenses of £3,124 in the year (2015: £3,493) all of which was in respect of travel and subsistence (2015: £3,493).

None of the charity trustees (or any person connected with them) received any remuneration in the year (2015: £nil). None of the charity trustees (or any person connected with them) received payment for professional or other services supplied to the charity (2015: £nil).

14. Analysis of assets between funds

	Fixed assets £	Net current assets £	Total £
Unrestricted funds			
General	2,829	88,061	90,890
Restricted funds	-	96,427	96,427
As at 31 March 2016	<u>2,829</u>	<u>184,488</u>	<u>187,317</u>

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

15. Summary of movement in funds

The restricted income funds of the charity arising through its activities are as follows:

Fund name (Funder)	Restricted purpose of funding
Core Costs (The Bromley Trust)	Core costs of the Transition Network
V. Kann Rasmussen Foundation	To support the international work of Transition Network
Salary Funding (Network for Social Change donor)	Employment of a Personal Assistant
Salary Funding (Tudor Trust)	Employment of a Delivery Director
Core costs and organisational development (Tudor Trust)	Core costs and organisational development of Transition Network
Core costs (Roddick Foundation)	Core support and communications costs of Transition Network
An anonymous Foundation	National Hubs and International development; Support, Inner Transition and Training; Transition Story and Communications; and website development.
Education Bursaries (An anonymous Foundation)	Bursaries for One Year in Transition
REconomy Project (Friends Provident Foundation)	UK-based REconomy project, piloting community support for sustainable social enterprises and building capacity of UK Transition initiatives in developing local economic resilience
REconomy Project (Polden-Puckham Charitable Foundation)	UK-based REconomy project, piloting community support for sustainable social enterprises with two communities
Joseph Rowntree Charitable Trust	Regional Connecting and peer-to-peer support (UK)
Transition Research Network (various funders)	To further the work of the Transition Research Network, an informal network to support research that is beneficial for both Transition initiatives and academic researchers.
European Economic Social Committee Civil Society Prize	Prize without restriction on how it is used
Real Economy Lab (Fondation Charles Léopold Mayer pour le Progrès de l'Homme)	Acting as a charity conduit for a project to develop a vision for alternative economics in a low-carbon world
Real Economy Lab (Polden-Puckham Charitable Foundation)	Acting as a charity conduit for a project to develop a vision for alternative economics in a low-carbon world
Website Development (Fondation Charles Léopold Mayer pour le Progrès de l'Homme)	To develop the transitionnetwork.org website to increase international knowledge-sharing
A UK Charitable Foundation	Towards the cost of two regional Transition roadshows
Marmot Trust	Acting as a charity conduit to make a grant to Bristol CIC to support the Bristol New Economics Summit
Education (Pete Yeo via Rainmaker Foundation)	Donation for One Year in Transition in Portugal and Sweden and for One Year in Transition students in the UK
Network for Social Change (Transition Town Brixton)	Acting as a charity conduit for the Lambeth REconomy Project, one of the two pilot communities of our UK REconomy Project
COP21 (Pete Yeo via Rainmaker Foundation & Roger Ross of Lots Road Auctions)	Donations to support the making of <i>21 Stories of Transition</i>
Conference (Good Energy Ltd)	Donation to support the Transition international conference

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2016

15. Summary of movement in funds (continued)

	Opening balance	Incoming resources	Outgoing resources	Transfers	Closing balance
	£	£	£	£	£
Restricted funds					
Core Costs (The Bromley Trust)	1,274	2,500	3,774	-	-
V. Kann Rasmussen Foundation	9,132	-	9,132	-	-
Salary Funding (Network for Social Change donor)	11,761	-	11,761	-	-
Delivery Director salary funding (Tudor Trust)	1,443	20,000	19,833	-	1,610
Core costs and organisational development (Tudor Trust)	-	45,000	3,154	-	41,846
Core costs (Roddick Foundation)	-	30,000	21,000	-	9,000
National Hubs and International development; Support, Inner Transition and Training; Transition Story and Communications; and website development. (An anonymous Foundation)	18,512	250,000	260,201	-	8,311
Education Bursaries (An anonymous Foundation)	-	6,500	5,820	-	680
REconomy Project (Polden-Puckham Charitable Foundation)	(616)	20,000	17,458	-	1,926
REconomy Project (Friends Provident Foundation)	(22,106)	69,431	58,679	-	(11,354)
Regional Connecting and peer-to-peer support (UK) (Joseph Rowntree Charitable Trust)	-	4,624	3,666	-	958
Transition Research Network (Various funding sources)	5,014	-	-	-	5,014
European Economic Social Committee Civil Society Prize	6,249	-	6,249	-	-
Real Economy Lab (Polden-Puckham Charitable Foundation)	-	15,000	-	-	15,000
Real Economy Lab (Fondation Charles Léopold Mayer pour le Progrès de l'Homme)	15,073	31,219	28,856	-	17,436
Website Development (Fondation Charles Léopold Mayer pour le Progrès de l'Homme)	(3,540)	3,540	-	-	-
Transition Roadshows (A UK Charitable Foundation)	1,000	-	1,000	-	-
Bristol New Economics Summit (Marmot Trust)	-	5,200	5,200	-	-
Network for Social Change (Transition Town Brixton)	6,237	-	6,237	-	-
Education (Pete Yeo via Rainmaker Foundation)	5,000	5,000	4,000	-	6,000
COP21 (Pete Yeo via Rainmaker and Roger Ross of Lots Road Auctions)	-	6,000	6,000	-	-
Conference (Good Energy Ltd)	-	3,000	3,000	-	-
	54,433	517,014	475,020	-	96,427
Unrestricted funds					
General	93,746	134,643	137,499	-	90,890

TRANSITION NETWORK
NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2016

15. Summary of movement in funds (continued)

Sufficient resources are held for each restricted fund in an appropriate form to enable funds to be applied in accordance with the restrictions.

The grant funds for the REconomy Project Friends Provident Foundation were in deficit at the year end because funding was agreed on a retrospective basis. Funding was received after the year end in respect of the deficit.

16. Financial commitments

At 31 March 2016 the company was committed to making the following payments in respect of buildings under non- cancellable operating leases:

	2016	2015
	£	£
Operating leases which expire:		
Within one year	<u>2,200</u>	<u>2,200</u>

17. Related party transactions

One of the trustees, Peter Lipman, is also a trustee of Common Cause Foundation. Common Cause Foundation was paid £100 during the year (2015: £nil) for giving a workshop at the conference.

18. Post-balance sheet events

In April 2016 the charity reviewed its central administrative function with a view to reducing administrative costs. It was decided to reduce central administrative staffing by one post with effect from August 2016. The savings from this staff reduction are anticipated to amount to £18,500 a year.

