Insert Logo here  
if required

Name of Charity  
Charity No: 1234567 Company No: 7654321

Trustees’ Annual Report  
Including the Directors’ Report  
& Statement of Financial Activity  
for the period 1 January 2021 to 31 December 2021

**Trustees**

*If you like to include the names of the Trustees on this front cover you can do so here.*

*But note that, even if you include them here you must also include them under the "Reference & Administration Details" section, particularly if any of them retired or joined during the financial period being reported OR during the period between the end of the financial period and the date that the document is formally signed off by the Trustees.*

Joe Bloggs

Mary Smith

Johnathan Jones

Elizabeth Wilson

Mark Taylor

March 2022

This page can be left blank so that the following Contents page appears on a facing page when opening the report rather than on the back of the cover page.

Or it can be deleted entirely, along with the following notes, if preferred.

**Notes on using this template (to be deleted from the final version).**

**The Small Charity Support** [**Disclaimer**](https://www.smallcharitysupport.uk/index.php/12-about-small-charity-support/26-legal-notice-disclaimer)**, as in the leaflet accompanying this template, applies equally to this template.**

All the text in this template is formatted in Calibri.  
You are, of course, welcome to change the font, its size and colour, and any other formatting (eg: paragraph spacing) as best suits your own charities needs and style.

A

In this template the section titles are followed by a coloured letter in brackets.  
All those letters & brackets are formatted as hidden font – so they should not appear in the “Contents” section or when the template is printed or converted to a PDF. But they can be deleted if you prefer.

**{R}** Signifies that this section is specified as “required” in both the Charity Commission’s CC16 TAR template to accompany R&P accounts and the CC17 TAR templates to accompany Accruals accounts;

**{O}** Signifies that this section is specified as “optional” in both the Charity Commission’s CC16 TAR template to accompany R&P accounts and the CC17 TAR templates to accompany Accruals accounts. It can either be deleted or included as trustees feel is appropriate for their charity;

**{A}** Signifies that this section is not specified in either the Charity Commission’s CC16 TAR template to accompany R&P accounts or the CC17 TAR templates to accompany Accruals accounts.  
*ie:*it is additional to the statutory requirements.  
It can either be deleted or included as trustees feel is appropriate for their charity.

Text highlighted in magenta applies only to the TARs for charitable companies (*ie:* charities which are incorporated through Companies House) and therefore should be deleted for non-company TARs.

Titles highlighted in blue indicate sections which are included in the Charity Commission’s CC17 TAR templates to accompany Accruals accounts but are not mentioned in its CC16 TAR template to accompany R&P accounts. They can either be deleted or included as trustees feel is appropriate for their charity

Some sections include a statement in black text. These are the typical default statements for small charities. If they apply to your charity they can be left in place. If they are not appropriate, or the trustees would prefer different wording, they **must** be replaced with the appropriate statement.

Name of Charity

Trustees’ Annual Report  
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for the period 1 January 2021 to 31 December 2021

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Trustees Annual Report   
Including the Directors’ Report  
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# 1. Introduction

## 1.1 Charitable Objects {R}

The charity’s charitable objects, as set out in its governing document.  
EXCEPT: If the formal charitable objects seem to be excessively long, a précis can be given here and the full text given as [para 5.2](#_Charitable_Objects_1) of the Structure, Governance & Management section later.

## 1.2 Overview (Executive Summary) {A}

A brief overview for readers who want to get a quick idea of what the charity has been doing and its achievement so that they can easily identify any areas that they wish to look at in more detail in the following main body of the report.

So it is helpful if the overview and the main body of the report use the same structure. The overview might even act as an “extended index” to the activities, achievements and performance covered in more detail in the main body.

# **2. Activities & Achievements**

## 2.1 Outputs & Outcomes {R}

This is the main section of the Report.

Charities are so diverse that it is impossible in a guideline document such as this to identify what the main body of the report should say (or doesn’t need to). So add as much text, with sub-headings as appropriate as you think will be of interest and relevance to your readers.

Remember to include a comment about any significant/relevant activities or achievements which have occurred since the end of the report period.

## 2.2 Policies on Grant-Making and/or Social Investments {O}

Where relevant, include information on the charity’s policies on grant-making or social investing, Otherwise this paragraph can either be deleted in its entirety or simply be a statement that:

The charity does not make any grants, or make social or programme-related investments

## 2.3 The Roles & Contributions of Volunteers {O}

Volunteers are usually an invaluable (and, often, undervalued – certainly in monetary terms) charity resource – as too are the unrecognised contributions of paid staff which are often way over and above their obligations under the terms of their contract of employment.

This section is the place to acknowledge those contributions

## 2.4 How the Public Have Benefitted {R}

Where appropriate, report on any areas of more general public benefit delivered by the charity which have not already been described.

## 2.5 Performance (Meeting Targets) {O}

Where relevant, include information on how the charity’ achieved any performance targets it had set for itself, *eg:* in fundraising, investments, delivery of activities.

NOTE: This section is marked as “Optional” in the CC17 (Accruals) template, and it is not mentioned at all in the CC16 (R&P) template. BUT that DOESN’T mean that charities producing their accounts on the R&P basis can’t include a report under this heading if they feel it is relevant and appropriate.

## 2.6 Looking Ahead {A}

Neither the CC17 (Accruals) nor the CC16 (R&P) TAR templates have a requirement, or even an option, to include a section on the Trustees’ plans and aspirations for the future of the charity.

But that **DOESN’T** mean that the Trustees cannot include such a section if they felt it would be of interest/relevance to their charity’s supporters, volunteers, staff, donors, funders.

# 3. Financial Review

## 3.1 Financial Position {R}

This section is ONLY REQUIRED in the CC17 (Accruals) TAR template and NOT in the CC16 (R&P) TAR template.

However, the CC16 (R&P) TAR template does include as an option **{O}** a section to show *“how expenditure has supported the key objectives of the charity“*. That could be interpreted as an “invitation” to include a broader “review of the charity’s financial position”.

It is suggested that ALL charities (including those preparing R&P accounts) include at least a brief review of their charity’s financial position at the end of the financial period.

## 3.2 Details of Any Funds Materially in Deficit {R}

The Charity has no funds which are materially in deficit.

If that is not the case you will need to replace the above statement with appropriate details & explanations here

## 3.3 Policy on Reserves {R}

All charities are required to report on their Reserves Policy, or to explain why they don’t have one.

But reporting a charity “reserves”, and the charity’s policies for managing them, is a classic example of bureaucratic/accountancy obfuscation (*ie:* confused, inconsistent & misleading jargon).

Which is why so many small charities either have inappropriate “policies”, or none at all.  
Further information, see Small Charity Support’s guidance leaflet on [Reserves Policies](https://www.smallcharitysupport.uk/images/DownLoads/PoliciesPDFs/Reserves.pdf).

## 3.4 Going Concern {R}

The CC17 (Accruals) TAR template requires an *“Explanation of any uncertainties about the charity continuing as a going concern”*.  
The CC16 (R&P) TAR template does not include any requirement or option to report on the “Going Concern” status of the charity.

## 3.5 Principal Sources of Funding {O}

A short review of the charity’s fundraising activities (if any).

## 3.6 Investments Policy & Objectives {O}

A short review of the charity’s social or ethical investments policies (if any).

## 3.7 Description of the Principal Risks Facing the Charity {O}

The CC16 (R&P) TAR template also includes the option to report on *“…the system and procedures to manage them”*.

## 3.8 Remuneration of Trustees

All Trustees act in a voluntary capacity and receive no remuneration or other material benefits from their services to the Charity.

Out-of-pocket expenses necessarily and reasonably incurred by Trustees in promoting the purposes of the Charity are reimbursed at cost.

## 3.9 Statutory Statements on Liabilities {R *– only CIOs with R&P accounts*}

**Note:**  The following two statements are mandatory only for CIOs which are preparing their Annual Accounts on a R&P basis. But, of course, any charity can include them if they were felt to be relevant and appropriate.  
They can also be included in the “Notes to the Accounts” instead of here in the Trustees’ Annual Report.

The Trustees declare that:

The charity has given no guarantees where potential liability under the guarantee is outstanding at the date of this statement  
(*eg:* any outstanding/ongoing contract or legal undertaking to buy or provide specific services);

The charity has no debt outstanding at the date of this statement which is owed by the CIO and which is secured by an express charge on any assets of the CIO  
(*eg:* a mortgage on property owned by the charity);

# 4. Reference and Administration Details

## 4.1 Charity Name & Registration {R}

**Name of the Charity:**

Any other names by which the charity is known:

**Charity No: Company No:**

**Registered with HM Revenue & Customs Yes / No**

## 4.2 Charity’s Principal Address {R}

21 High Street, Anytown, Somewhere AB1 9YZ

**e-mail:** enquiries@thecharity.org

**website:** www.thecharity.org

## 4.3 Names of the Trustees Who Manage the Charity {R}

***Name Office Appointed Resigned Appointed by***

Joe Bloggs Chair 23 March 2021 Good Giving Trust

William West Treasurer 23 March 2021

{Note: dates of appointment and resignation are only **required** if they occur within the period covered by the report and up to the date it is signed off. But it can be more convenient if they are entered as trustees as appointed and then carried forward until they resign.

## 4.4 Names of Advisors & Senior Members of Staff {O}

Name / Role / Address (if appropriate)

## 4.5 Bank {O}

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

## 4.6 Independent Examiner {O}

Brian Seaton, Small Charity Support, 46 Farm Road, Edgware HA8 9LT

# 5. Structure, Governance & Management

## 5.1 Type of Governing Document {R}

*eg:*  Constitution / Articles of Association / Trust Deed / Rules.

## 5.2 Charitable Objects {R}

Put here the full wording of the charity’s objects, as in its governing document, if they were too long and wordy to have put it full in [para 1.1](#_Charitable_Objects) at the beginning of the Trustees Annual Report.  
If the charitable objects have already been given in full, this para can be deleted.

## 5.3 Statutory Declaration {R}

The Trustees confirm that they have paid due regard to the guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

## 5.4 Trustee Selection Methods {R}

There must be at least three charity trustees. The maximum number of trustees is 12.

In accordance with the Constitution, Trustees are appointed or re-appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

In appointing Trustees due consideration is given to ensuring that the Trustees have, between them, the skills and experience necessary to manage the charity effectively and in accordance with charity law.

## 5.5 Trustee Development {O}

Report on any activities which have been undertaken by the trustees to enhance their knowledge of, and skills in, the management and good governance of the charity.

Approved by the Trustees and signed on their behalf. 31 March 2022

Joe Bloggs (Chair) Mary Smith