



QUEEN'S  
COMMONWEALTH  
TRUST

Annual Report  
For the seventeen month period ended 31 March 2018

The Queen's Commonwealth Trust  
Registered Charity Number: 1172107 | Registered Company Number 10482169

“ We sometimes think the world’s problems are so big that we can do little to help.

On our own, we cannot end wars or wipe out injustice, but the cumulative impact of thousands of small acts of goodness can be bigger than we imagine. ”

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Her Majesty The Queen  
Patron of The Queen’s Commonwealth Trust  
Christmas Message 2016



In September 2017, HRH The Duke of Sussex, President of The Queen's Commonwealth Trust, attended WE Day in Toronto, a rally for 20,000 young Canadians in celebration of youth social action.

During his speech The Duke spoke about how he understood the challenges that young people face in being taken seriously as leaders and change-makers. His Royal Highness told the young people how he knew they want to make the world a better place but that they struggle to get their voices heard. He then stepped forward to stand alongside them, to help.

The Duke said: "I promise you, that I will do everything that I can to support you; to create a platform where your voices can be heard and your ideas taken seriously.

I want to work with you to help encourage, identify and support the new generation of leadership, both local and global leaders."

This promise, this platform for young people, recognising them as equal partners in making the world a better place, is The Queen's Commonwealth Trust.





# Chairman's Foreword

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The Queen's affection and support for the Commonwealth have been among the defining characteristics of her life.

In the course of her travels across the globe and among this extraordinary family of nations, Her Majesty's interest in young people has been keen and heartfelt. Meeting young people and hearing their stories have been at the very heart of The Queen's role as Head of the Commonwealth since 1952.

In their time, Her Majesty's Silver and Diamond Jubilee Trusts were established with a clear remit: to support, encourage and enable young people across the Commonwealth to do more of what so often they do best: helping others. As long-planned, those Trusts are approaching the end of their remarkable programmes of work, which will have left a lasting legacy for countless numbers of people and communities right across the Commonwealth.

Two years ago, in anticipation of the recent Commonwealth Heads of Government Meeting in London, The Queen determined to launch a different venture which, while complementing the outstanding achievements of the other Trusts established in her name, would be intended to extend long into the future as an enduring legacy of the association of the Head of the Commonwealth to its young people. Having then recently celebrated her 90th birthday, Her Majesty saw no reason to relax in promoting this vision of The Queen's Commonwealth Trust. Fired with an ambition to help young people to rival his grandmother, Prince Harry soon accepted the role of President.

What follows is The Queen's Commonwealth Trust's account of what has already been done to respond to the call of entrenching the legacy in recognition of The Queen's lifetime of service to the Commonwealth and its young people, to safeguard its future for good.

In these stages of development, the Trust's remarkable progress could simply not have been achieved without our friends at AKQA. Their generosity, creativity and expertise provided our brand and our Platform, providing a place

where, as our President promises earlier in this report, young people's voices can be heard, and their ideas taken seriously. Likewise, The Queen's Trust (formerly The Queen's Silver Jubilee Trust) has given enormous support in many ways, not least in providing staff as volunteers, which allowed the Trust to get underway quickly. The Queen's Commonwealth Trust's earliest donors - the Royal Windsor Horse Show, the Oak Foundation, the Sorrell Foundation, the Holroyd Foundation and the Catto Charitable Trust - supported us almost from the outset. Their conviction in backing the Trust at any early stage delivered critical confidence and credibility to the operation.

I am grateful to the Board of Trustees and to our Advisory Board for the vision, judgement, support and much else besides which they have brought to bear on The Queen's Commonwealth Trust. Equally, I am delighted to commend our partnerships with long-standing youth charities, many of them highly experienced in international youth-led development. They have been so enthusiastic in helping the Trust to find and support young people within their own networks. This kind of enlightened collaboration is an important part of our mission.

As the President, The Duke of Sussex, has noted, the truly great thing is that we work with some extraordinary young people. They have provided insight, advice and the benefit of their own experience as change-makers, working in the service of others. I would therefore like to add my thanks to what is already becoming a widening group of young people - from Australia, New Zealand, Sri Lanka, India, Malaysia, Canada, Samoa, Kenya and Uganda - who are helping and guiding our team as we go. We will continue to work with them and will expand our network further.

It is The Queen's Commonwealth Trust's mission and privilege to be working with the young people of the Commonwealth. The Trust will ensure that whatever we do will always be purposeful, relevant and accessible to them.

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**Lord Geidt GCB GCVO OBE**

HM The Queen has always seen young people as leaders in driving positive change for those around them. We have worked with young people; we have come into contact time and again with young people who are leaders in their communities, in the services they provide in the not for profit ventures that they have established or projects they have created.

Unfortunately, and all too often, they can't get funding because their operations are too small or not sophisticated enough for grant-makers or banks. They are told: "You can't be the founder, you are too young" more times than they care to think about. Young people we meet can't get advice and guidance when they need it as they don't have access to the networks they need to move faster. They have so much insight and experience to share with other young people but no way to share it. All they have to offer to the future well-being of the world risks being wasted.

Our President, HRH The Duke of Sussex, has determined that The Queen's Commonwealth Trust should make the difference. His promise in Toronto, in the words that help open our first Annual Report, is that he would create a platform for them. It has been a privilege to work on this project, to support its inception and to collaborate with some extraordinarily talented people.

Most of all, many of the young people we work with have shared their expertise with us, and together we have brought this project to life. They are the best people to shape how the platform should work as they have created enterprise for good, movements for social change and social justice. On our way, we have been supported by a great many friends – those who have come forward with advice, funding support, technical skill and inspiration. We have listed those closest to us on page 13.

Our mission is simple. We champion, fund and connect young leaders who are working hard to change the world. We share their stories, give them a platform to amplify their ideas and inspire others to join in.

Our work has just begun. We hope more and more people might be inspired by this work and join us. We can achieve so much more together, no matter how big or small our contribution might be. Those young people working alongside The Queen's Commonwealth Trust demonstrate this in all they do, every day.

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**Nicola Brentnall, CEO**  
**The Queen's Commonwealth Trust**



**Trustees' Report**  
**Administrative details**  
**Principal and registered office address**

Thomas House  
84, Eccleston Square  
London  
SW1V 1PX

**Registered Charity Number:** 1172107, **Registered Company Number:** 10482169

[www.queenscommonwealthtrust.org](http://www.queenscommonwealthtrust.org)

**Governing Document**

The Memorandum and Articles of Association, dated 15th November 2016.

**Trustees**

The Trustees are appointed in accordance with the Articles of Association.

The Trustees, who held office throughout this accounting period, or who were appointed at the time of approving the report, were:

	<b>Appointed</b>		<b>Resigned</b>	
<b>Chairman</b>				
Lord Geidt GCB GCVO OBE	16 November	2016		
<b>Deputy Chairman</b>				
Christopher Coombe	21 February	2017		
<b>Trustees</b>				
Samantha Cohen CVO	16 November	2016		
Leslie Ferrar CVO	21 February	2017		
David Grevemberg CBE	16 November	2016	13 February	2017
Michael Lake CBE	16 November	2016	21 February	2017
Louise Wilson	21 November	2017	22 May	2018
Baroness Martha Lane-Fox, CBE	30 May	2018		
Diana Good	16 June	2018		
<b>Acting Chief Executive</b>				
Nicola Brentnall MVO	16 November	2016		
<b>Company Secretary</b>				
Gerrard Tyrrell CVO	16 November	2016	22 May	2018
Arnold William Hotopf	22 May	2018		
<b>Auditors</b>	<b>Solicitors</b>		<b>Bank</b>	
KPMG LLP 15 Canada Square London E14 5GL	Harbottle and Lewis 14 Hanover Square London W1S 1HP		Coutts and Company 440 Strand London WC2R 0QS	



# Introduction

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The Trustees present their report and audited financial statements for the seventeen month period ended March 31st 2018. The financial statements have been prepared on the basis of the accounting policies set out in note 1 to the financial statements and comply with the applicable law and the requirements of the Statement of Recommended Practice (FRS 102). The information set out on pages 23 to 32 form part of this report.

## Public Benefit

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We ensure that there is a wide scope of public benefit within our activities. We have reviewed the objectives, activities, achievements and performance for the year and are satisfied that The Queen's Commonwealth Trust has complied with the requirements of public benefit reporting as set out in the Charity Commission's General Guidance on Public Benefit.

## Objectives and Activities

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The Queen's Commonwealth Trust ("QCT") champions, funds and connects young leaders who are working hard to change the world. It shares their stories, gives them a platform to amplify their ideas and inspires others to join in.

## Context of our work

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QCT has been established as a legacy to The Queen's lifetime of dedication to the Commonwealth and its young people. It wanted to ensure it created something new and useful, to help and support young people across the world.

QCT did not want to duplicate what other youth organisations are already doing well but rather to find a way to make an offer that would complement what they do and open up opportunities for collaboration. This way, with partners, QCT can pool its resources to support young people more effectively.

To find the useful and meaningful role QCT could play, Trustees commissioned a landscape review that considered funding streams for international development<sup>1</sup>. This showed that while there is considerable investment going into the achievement of the UN Sustainable Development Goals, the amount allocated for youth-led ventures was very small. Of the £150bn that governments, major international donors and others spend on international development, only £55-£110m goes to youth-led development and of this, only a fraction goes to youth-led not for profit ventures that so often provide vital local resources, employment, volunteering and inspiration for others. Mission investors focus on significant scaling opportunities only, often working with for-profit enterprise, offering debt or equity finance.

But funding is not the whole story. Young people need access to resources, inspiration and advice. They need the networks that so many of entrepreneurs take for granted and that make their ventures work. QCT scoured the internet, finding online resources in a variety of places – but not all for young people, not always accessible to a wide audience from different backgrounds and not all in the same place.

The absence of funding and a platform for young people to share and find resources to help them provided QCT with an opportunity to offer something new to young people, and in doing so to present young people's work as serious and important. To show the world that what young people are doing really matters.

<sup>1</sup> Queen's Commonwealth Trust: Landscape research into international youth-led development. Firetail. May 2017

With the gift of expertise, time and belief in the work of QCT from AKQA, QCT created a platform, found at [www.queenscommonwealthtrust.org](http://www.queenscommonwealthtrust.org), a site that provides the advice, guidance, insight and inspiration with and for young people across the world.

It puts young people's work at the front and centre of its message – to show that leaders come from all backgrounds and circumstances. Some start with very little or nothing to hand but ambition and the drive to fix a problem. QCT wants to shine a light on their stories and all that they do – to recognise their talent and their drive and to share their expertise. This way, other young people can see that anything is possible and that the power to lead is in the hands of everyone.

QCT made a small number of grants to support young people who are already leading ventures

and projects that serve others. They tell their stories on the platform, along with sharing their advice, tips and experience.

QCT established social media channels on Instagram, Twitter and Facebook, to promote its message to reach young people in the places they use to find their news and ideas. As QCT builds its library of content for the platform and work alongside more young people, these channels will take its message far and wide.

QCT also needed to find a form of words that would capture its motivation and what it is trying to achieve. This is QCT's manifesto to young people and the wider world, its expression of ambition and hope for the future, in supporting the agency, talent and drive of young people through the platform.

## Our Manifesto:

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We believe in the collective power of the young people of the Commonwealth to change the world. In the Queen's words: "You are a force for good."

We hear your ideas. We see your optimism. We feel your energy. And we will stand beside you and champion your efforts to bring about the change you dream of. We want to empower and enable you to do more of what you do best – make a difference in the communities you care about.

We want to be a source of hope. A place where you know you will be taken seriously. Where your visions for making a difference – be it in education, health, sport or the environment – are respected, advocated and ultimately, funded. Where the impact of your acts of kindness are shared and celebrated and in turn inspiring others to speak up, step forward and take positive action.

We believe the Commonwealth is a single, united family – one where we reach across borders to help each other. And we may just be starting out, but our ambitions are bold. A community united by the desire to contribute, to give something of ourselves to help others.

Join us. Let us build a better future, one good deed at a time.







# Achievements and Performance

## The power of the Platform

QCT has begun its work, working through its network to find extraordinary young people to support. In turn, these referrals help QCT to expand its network even further so it can connect with more young people. One of the leaders QCT encountered in this way is Corey Lane.

## Corey Lane, Nature Fun Ranch

Corey Lane is a co-founder and has led this organisation as a volunteer since his teens. Nature Fun Ranch provides friendship and support to young people at risk of being caught up in gang violence. It provides employability training and personal development opportunities in an environment that allows them to learn about the outdoor environment and to have fun.

Nature Fun Ranch has survived considerable challenges, is highly respected but has struggled to raise the money it needs. It has provided so many opportunities to so many young people and is the perfect collaborator for QCT. QCT is working with Corey and his colleagues to build new facilities at the Ranch – to help the organisation work more effectively and to send a very clear message to the world that this work and these young people really matter. Corey will feature on the Platform

to share his experience and insights into success and how to battle through the difficult times – vital information to young people who otherwise may not know that others share the struggles they face and have tips on how to get through.

“The relationship between The Queen’s Commonwealth Trust and Nature Fun Ranch is working tremendously well. From the Nature Fun Ranch perspective, this has provided us with a great morale boost, adds to our legitimacy via this international recognition and provides much needed funds for the development of our site, members and community.

This partnership signals to our young people that there are those beyond our sandy shores who are watching and willing to assist the youth in a meaningful way. That they are special, valuable and worth the investment. Our work is people, young people and the support of The Queen’s Commonwealth Trust demonstrates to our community at large that investment in these young people is needed. We also believe that this increase in publicity will result in more people coming on board”.

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**Corey Lane,  
Nature Fun Ranch,  
Barbados**



# Projects

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Not all young people are ready to establish organisations but are ready to take action to help others and just need small amounts of funding to get underway. QCT wants to come in behind them too. Young people learn best by doing – and this is a great way for QCT to support them early, help them to gain skills, confidence and a track record faster.

To do this wisely and for low cost, QCT plans to work with youth organisations that between them have a presence on the ground around the Commonwealth. These organisations provide all kinds of excellent support for young people and, as their focus is not grant-funding, they complement QCT brilliantly.

They know young people who are keen to deliver practical projects and can help allocate QCT grants which means that, working together, more projects for social good led by young people can take place, and for far less cost.

QCT will add further value in promoting the projects it funds, linking those it works with to its wider network and sharing learning – what went right and what went wrong, with others round the world. This way, more young people can see how it's done, who is getting it done and how they can do it, too.

We trialled this approach with CAMA this year, the alumnae network of the girls' education charity, Camfed supporting girls in Sub Saharan Africa. CAMA members volunteer in their local communities – seeking out and helping girls at risk of dropping out of school and all the danger this entails – early marriage, early motherhood, domestic violence and a life of poverty.

The Queen's Commonwealth Trust worked with CAMA leaders Angie Murimirwa and Fiona Mavhinga to create The Queen's CAMA Commonwealth Fund ("CAMA Fund"), a pot of funding for distribution by CAMA members in Ghana and Tanzania, used to provide what is needed to help keep girls in school.

This kind of partnership sees the Queen's Commonwealth Trust support CAMA, working through the vehicle of Camfed. Another long-term funder of Camfed, looking for a new approach in its funding relationship, matched this grant, and embarked on a strategic relationship with CAMA, too.

**"I am from Kilosa District in Tanzania. I am also a 'Learner Guide' at Gongwe secondary school, delivering life and study skills to vulnerable children. The CAMA Fund is so important because it allows us CAMA members to reach out to the children from the poorest families in our ward and collaborate with teachers in order to get them support. We live with these children in our villages and we see the challenges they face. We work together as CAMA to buy the things the students need, and deliver them quickly — like school uniforms and shoes, pens and exercise books. We are careful about the quality, so things will last. It makes me very happy to see the change in the children when they receive the items. I hope we keep getting this chance to help more children."**

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**Rehema Mponda,  
CAMA, Tanzania**



The exciting thing is that the original target was for support to be provided to 900 children. At the end of the first grant, nearly 3,500 children received help. Fiona Mavhingwa explains how this came about:

**“As educated young rural women, our rallying call has always been the regeneration of rural communities through education. We have benefited from the goodwill of others to gain education and we are committed to open the doors to education to others too. Over the time we have been using our meagre resources to pay fees, buy uniforms, stationery, sanitary and other school needs for the most needy in our community.**

**We long desired to formalise this philanthropy, not only to demonstrate the impact of our education, but predominantly to reach more invisible children! In 2017, our dreams came to life through a grant from the Queen’s Commonwealth Trust to pilot the CAMA Fund in Ghana and Tanzania. The grant provided a pedestal on which the CAMA Network could formalise their philanthropy and activism. Within our communities, the grant was catalytic. We reached nearly 3,500 children with support to get into, or remain in, school – phenomenal support that sets one on a good course of life. More importantly, we are more able to become active citizens of our communities as we should be! Thanks to the Queen’s Commonwealth Trust!”**

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**Fiona Mavhingwa CAMA Development Director and CAMA Co-founder.**



# Future plans

QCT will expand its Board of Trustees, ensuring there are young people engaged in the leadership of the organisation on the Board, and to bring far greater diversity to the Board. It will ensure it has advice on the rapidly changing world of technology and communications – to make sure its offer stays accessible and relevant to young people worldwide.

Similarly, it will establish its first executive team and will aim to recruit staff from as diverse a community as possible. It will embed performance appraisal systems that will ensure all colleagues can learn, develop and deliver their objectives for QCT and their own careers with commitment and drive.

It will continue to build its network of young advisors from across the Commonwealth, to ensure the offer reflects what is relevant to young people from very different experiences and backgrounds. It will develop a new offer for The Queen's Young Leaders, ensuring that this powerful family of young people from around the Commonwealth can stay connected, supported and engaged in leading the Commonwealth forward.

The Board will continue to shape the strategy and culture of the organisation, working alongside young people who know best what sort of organisation they would like to see as their champion.

QCT will need to demonstrate the value it adds and that its work makes a difference. It will put systems in place to capture impact in two ways. Firstly, to help the young leaders convey the value of their work in order that they can attract more funding and attention to their work and secondly, to show that QCT is connecting young people and that the ideas and inspiration it broadcasts on its platform and social channels is useful, shared and replicated.

QCT will explore partnerships with experts who can offer helpful material to the platform – making a resource rich in varied content on matters that concern young people. This could include information on matters such as how to write a business plan, how to interview for a job, manage cash flow or recruit good people, to help as a wide an audience of young people as possible.

New relationships will be forged with charities around the Commonwealth large and small, to help enable more young people to realise their dreams.





## Principal Funders and Supporters

The Queen's Commonwealth Trust could not have made the progress it has or worked with as many young people as it has without the support and kindness of its early donors. The Queen's Commonwealth Trust is very much in their debt and would like to add its thanks to them here.



Linklaters



The Exilarch's  
Foundation







“ I would be scared to even leave my house. But the women I have met have changed my life. I never want to go back home at the end of the day.

As I learn, I can only hope that we have many more Myna Mahila in the time to come! ”

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Norjaha,  
Myna Mahila Foundation

# Financial Review

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## Principal funding sources

The Queen's Commonwealth Trust has benefited from the extraordinary generosity of a number of donors working to support projects in the youth sector both in the UK and the Commonwealth. Their support to the new charity and interest in its work has helped it to define and refine its offering.

## Financial impact of significant events

During the period there were significant uncertainties in the wider UK and global economy. The trustees reviewed the events but are assured that none had a significant financial impact on the charity.

## Managing the charity's financial assets

The Queen's Commonwealth Trust holds its funds as cash in an interest bearing bank account. At present the charity has no plans to create an investment portfolio, but remains open to finding low-risk longer-term investment opportunities should the opportunity arise.

## Reserves Policy

Reserves are needed to build the sustainability of our charity, to bridge the gap between spending and receiving of income and to cover unanticipated expenditure as our charity enters a period of rapid expansion of its charitable activities.

The Trustees consider that the level of unrestricted reserves, at this crucial stage of the charity's development, should cover the full cost of the planned annual grant programme and between six and twelve months of other annual costs. The level of total reserves as at 31 March 2018 was £1,320,780, of which unrestricted reserves were £1,255,790, exceeding the planned target by some £470,000.

The Trustees review the reserves policy every year.

## Principal risks and uncertainties

The Trustees have a risk management strategy which comprises:

- Regular review of management reports to identify the principal areas of risk and uncertainty
- The establishment of policies, systems and procedures to mitigate identified risks
- The implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.



The table below summarises the principal risks identified by the Trustees in the initial seventeen-month period ending at 31 March 2018, together with the actions taken to mitigate them.

<b>Risk Factor</b>	<b>Mitigating action</b>
Safeguarding risks to young people involved in Queen's Commonwealth Trust programmes or events	Development of safeguarding strategy that reflects the DfID enhanced safeguarding requirements for the charities that they work with
Failure of this innovative model for supporting young people to achieve required impacts	Targets for reach and impact of projects supported by the charity built into grant agreements
Risk that grant recipients spend funding on non-charitable activities	Due diligence process for grant applicants and standardised reporting at project completion during the project and at project completion
Failure to recruit, train and retain staff members	Milestones mapped out for the recruitment to key roles, development of induction programme, appraisal and succession planning
Insufficient income to cover planned expenditure	Monthly review of management information, including financial detail and weighted pipeline of expected income; maintenance of cautious reserves policy
Non-compliance with the fundraising regulator	Implementation of fundraising processes as laid out in the Institute of Fundraising Codes of Practice
Inappropriate use of personal data collected by or on behalf of the charity	Review of processes around data collection, storage and disposal with reference to the General Data Protection Regulation
Damage to reputation through our own actions or by association	Careful selection of staff, training and inculcation of sound policies. Scrupulous selection of partner organisations and due diligence in grants. Careful use and monitoring of media presence

The risk management process will be kept under regular and close review in particular as the charity scales up its delivery and operations.

# Structure, Governance and Management

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## Governing Document

The Queen's Commonwealth Trust is a company limited by guarantee governed by its Articles of Association dated 15 November 2016. It is registered as a charity with the Charity Commission. The Members are also the Trustees and Directors of the charity.

## Appointment of Trustees

As set out in the Articles of Association the Trustees may appoint any person who wishes to become a Trustee for the charity. Trustees are appointed for an initial three-year period, the rules governing rotation of Trustees allow for retiring Trustees to seek reappointment for up to two further three-year terms.

## Trustee training and induction

Trustees are chosen with reference to their previous experience to ensure a suitable range of skills are represented in the leadership team. On appointment new trustees will meet the Senior Team and receive copies of governance materials, such as the Articles and the record of delegated authority.

## Organisation

The Board of Trustees is accountable for the operation of the charity. The Board has met monthly in the latter part of this accounting period and will revert to a quarterly cycle from September 2018. A Chief Executive and a Finance Director/Company Secretary manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and charitable activity.

## Benefits for senior staff members

During the reporting period no senior staff member was employed by the charity and no benefits were remitted by the charity. The Chief Executive supported the work of QCT as a result of gift in kind support from The Queen's Trust.

## Related Parties and cooperation with other organisations

None of the Trustees receive remuneration or other benefit from their work with the charity, and no Trustee claimed reimbursement for expenses. Each Trustee, and the Senior Management Team, completes an annual return detailing their ownership and control of other organisations. Trustees will disclose any conflicts of interest as they emerge in order that no Trustee can participate in taking decisions where a conflict of interest exists.

The Queen's Commonwealth Trust has worked closely with The Queen's Trust. During the seventeen-month period ending on 31 March 2018 related party transactions occurred between the charity and The Queen's Trust and The Royal Commonwealth Society, these transactions are disclosed in Note 9 to the Accounts on page 31.

# Statement of trustees' responsibilities in respect of the trustees' annual report and the financial statements

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The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.


Company law requires the trustees to prepare financial statements for each financial year. Under that law they have are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of income over expenditure for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- assess the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



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**Leslie Ferrar CVO**  
19 July 2018



# Independent auditor's report to the members of The Queen's Commonwealth Trust

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## Opinion

We have audited the financial statements of The Queen's Commonwealth Trust ("the charitable company") for the period ended 31st March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and related notes, including the accounting policies in Note 1.

## In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the charitable company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

## Going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

## Other information

The directors are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the other information;
- in our opinion the information given in the Trustees' Annual Report, which constitutes the directors' report for the financial year, is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

## **Matters on which we are required to report by exception**

### **Under the Companies Act 2006 we are required to report to you if, in our opinion:**

- the charitable company has not kept adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a strategic report.

We have nothing to report in these respects.

### **Trustees' responsibilities**

As explained more fully in their statement set out on page 18, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

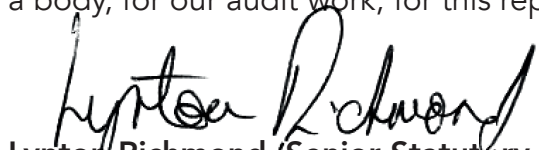
### **Auditor's responsibilities**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

## **The purpose of our audit work and to whom we owe our responsibilities**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.



**Lynton Richmond (Senior Statutory Auditor)**

for and on behalf of:

### **KPMG LLP, Statutory Auditor**

Chartered Accountants  
15 Canada Square  
London  
E14 5GL

Date:





“When we work together, we make magic happen!”

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‘Hunger Hero’ Volunteer,  
Feeding India

# The Queen's Commonwealth Trust

## Financial Statements

### The Queen's Commonwealth Trust

#### Statement of Financial Activities

For the seventeen-month period ending 31st March 2018

	Note	Unrestricted	Restricted	Total
Income		£	£	£
Donations	4	1,654,999	1,137,483	2,792,482
Interest		415	-	415
<b>Total Income</b>		<b>1,655,414</b>	<b>1,137,483</b>	<b>2,792,897</b>
<b>Expenditure</b>				
Cost of raising funds		90,781	-	90,781
Charitable activities	6	308,843	1,072,483	1,381,326
<b>Total Expenditure</b>		<b>399,624</b>	<b>1,072,483</b>	<b>1,472,107</b>
<b>Net Income/(Expenditure)</b>	13	<b>1,255,790</b>	<b>65,000</b>	<b>1,320,790</b>
<b>Reconciliation of funds</b>				
Funds brought forward		-	-	-
<b>Total funds to carry forward</b>	13	<b>1,255,790</b>	<b>65,000</b>	<b>1,320,790</b>

The notes on pages 26 to 32 form part of these financial statements.

# The Queen's Commonwealth Trust

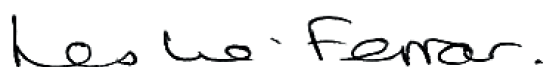
**Registered Charity Number: 1172107 / Registered Company Number  
10482169**

## Balance Sheet as at 31 March 2018

	<b>Note</b>	<b>£s</b>	<b>£s</b>
Current Assets			
Other debtors	11	1,986	
Cash at bank and in hand		1,421,609	
			<b><u>1,423,595</u></b>
Creditors due within one year			
<b>Creditors and accruals</b>	12	(102,805)	
			(102,805)
<b>Net current assets</b>			<b><u>1,320,790</u></b>
<b>Net assets</b>			<b><u><u>1,320,790</u></u></b>
Represented by			
Restricted funds	13	65,000	
Unrestricted funds	13	1,255,790	
<b>Total funds</b>			<b><u><u>1,320,790</u></u></b>

The notes on pages 26 to 32 form part of these financial statements.

The financial statements on pages 23 to 25 were approved by Trustees on 12 July 2018 and were signed on their behalf by:



**Leslie Ferrar CVO**  
**Honorary Treasurer**



# The Queen's Commonwealth Trust

## Cash Flow Statement for the seventeen-month period ending 31st March 2018

Cash flows from operating activities	Total funds £	Note
Net cash provided by (used in) operating activities	<u>1,421,194</u>	(Table 1)
Cash flows from investing activities	-	
Dividends, interest and rent from investments	415	
Net cash provided by (used in) investment activities	<u>415</u>	
Net cash provided by (used in) financing activities	<u>1,421,609</u>	
Change in cash and cash equivalents in the reporting period	1,421,609	(Table 2)
Cash and cash equivalents at the beginning of the reporting period	-	
Cash and cash equivalents at the end of the reporting period	<u>1,421,609</u>	

### Table 1 reconciliation of net income/(expenditure) to net cash flow from operating activities

Net income/(expenditure) for the reporting period	1,320,790
Adjustments for:	
Dividends, interest and rent from investments	(415)
(Increase)/decrease in debtors	(1,986)
Increase/(decrease) in creditors	102,806
Net cash provided by (used in) operating activities	<u>1,421,194</u>

### Table 2 Analysis of cash and cash equivalents

Cash in hand	1,421,609
Total cash and cash equivalents	<u>1,421,609</u>

# Notes to the Accounts

## 1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Trust's accounts:

### (a) Basis of preparation

The accounts (financial statements) have been prepared under the historic cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and the Republic of Ireland (FRS 102), the Charities Act 2011, and the Companies Act 2006.

### (b) Income

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

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

Income from donations is included in the Statement of Financial Activities in the period in which it is received, together with any income tax reclaimable thereon (Gift Aid).

### (c) Donated services and facilities

Donated services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the economic benefit from the use by the charity of the item is probable and the economic benefit can be measured reliably.

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

### (d) Interest receivable

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

### (e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Restricted funds are donations which the donor has specified are to be used solely for particular areas of the Trust's work or for specific projects being undertaken by the Trust.

(f) Expenditure and irrecoverable VAT

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

- Costs of raising funds includes salaries and overhead costs for the staff undertaking fundraising activities;
- Expenditure on charitable activity includes all direct costs of delivering the charitable programme, including grants payable to other charities supported by the Trust;
- Support costs include the salaries and overhead costs of the staff undertaking activities that are not directly attributable to a particular programme of charitable activity, including governance, finance, personnel and IT, and all office running costs and consumables not directly attributable to a particular programme of charitable activity.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

(g) Allocation of support costs

Support costs are allocated to costs of raising funds and charitable activities on the basis of the relative size of the business units involved with fundraising and charitable work. The size of these functions is determined by reference to the number of staff (full time equivalents) in each business unit.

(h) Debtors

Trade and other debtors are recognised at the settlement due date. Prepayments are valued at the amount prepaid.

(i) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due can be measured or estimated reliably.

(j) Staff costs and pensions

During the period, The Queen's Commonwealth Trust benefitted from staff members whose time was gifted by The Queen's Trust and an executive assistant whose pay and pension costs were managed by the Privy Purse. The staff and pension costs disclosed in the Notes reflect the amounts recharged by the Privy Purse.



## 2. Legal Status of the Trust

The Queen's Commonwealth Trust is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

## 3. Critical Accounting Judgements and Key Estimates and Assumptions

We sought advice on the value of services provided as gifts in kind, including an understanding of the methodology behind their calculation, from the companies and organisations that donated them. We reviewed their calculations and have compared them to the amounts we would have had to have paid for equivalent services on the open market, and concluded that the valuations we were given represent fair value.

## 4. Income from donations and grants

	Unrestricted Funds	Restricted Funds	Total 2018
	£	£	£
Donations	997,997	-	997,997
Grants:			
The Queen's Trust	500,000	-	500,000
Oak Foundation	-	100,000	100,000
Donated services and facilities	157,002	1,037,483	1,194,485
<b>Total</b>	<b><u>1,654,999</u></b>	<b><u>1,137,483</u></b>	<b><u>2,792,482</u></b>

Donated services and facilities represent the estimated cost of services donated to the group, in the amount which the Trust would have paid. These amounts are included as costs in the appropriate expenditure category and consist of:

	£
Gifted staff time	157,002
Website design and development	639,393
Films for website	233,147
Publicity materials	164,943

## 5. Analysis of expenditure on charitable activities

The Queen's Commonwealth Trust provides grants and other direct charitable support to projects ranging across four categories of charitable objective. Direct charitable costs such as providing a platform to support young people have been divided between these four categories. Governance and support costs are allocated on the basis of the proportion of direct charitable expenditure in each category.

	Direct Charitable	Support Costs	Total
	£	£	£
Objective 1: Health	272,371	46,036	318,407
Objective 2: Education	305,498	51,635	357,133
Objective 3: Environment	329,370	55,671	385,041
Objective 4: Sport	274,371	46,374	320,745
<b>Total</b>	<b><u>1,181,610</u></b>	<b><u>199,716</u></b>	<b><u>1,381,326</u></b>

## 6. Summary analysis of expenditure and related income

This table shows the cost of the main charitable activities and the sources of income directly to support these activities.

	Costs	Direct charitable support	Net cost funded from other income
	£	£	£
Objective 1: Health	318,407	259,371	59,036
Objective 2: Education	357,133	259,370	97,763
Objective 3: Environment	385,041	294,371	90,670
Objective 4: Sport	320,745	259,371	61,374
<b>Total</b>	<b><u>1,381,326</u></b>	<b><u>1,072,483</u></b>	<b><u>308,843</u></b>

## 7. Analysis of governance and support costs

The Trust initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs the remaining support costs together with the governance costs are apportioned between the key charitable activities undertaken (see note 5) in the year. Refer to the table below for the basis of apportionment and the analysis of support and governance costs.

	<b>General support</b>	<b>Governance</b>	<b>Total</b>	<b>Basis of appointment</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
Legal fees to establish the charity	-	14,934	14,934	Governance
Salaries, wages and related costs	127,288	60,114	187,402	Allocated on time
General office administration	43,990	283	44,273	Pro rata to staff FTE
Audit fees for these financial statements	-	10,200	10,200	Governance
<b>Total</b>	<b><u>171,278</u></b>	<b><u>85,531</u></b>	<b><u>256,809</u></b>	

## 8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	<b>2018 £</b>
Salaries and wages	17,562
Social security costs	1,733
Pension costs	2,613
	<b><u>21,908</u></b>

From 1 May 2017 to the 1 October 2017 the Privy Purse provided an Executive Assistant for 40% of her time. From 1 October 2017 to 31 March 2018 the hours increased to full time and the contract of employment was directly with The Queen's Commonwealth Trust. The costs associated with this arrangement are refunded by the Queen's Commonwealth Trust to the Privy Purse and are reflected in the table above.

For the period 1 November 2016 to 31 March 2018 the Queen's Trust made a donation in kind in the form of 80% of the Director's and 20% of the Administrator's time, the value of this donation, including salaries, social security, apprenticeship levy and pension costs is recognised as a Gift in Kind and has been calculated at £157,002. Because of the nature of these arrangements no disclosure has been made of senior staff emoluments.

The charity trustees were not employed by the Trust nor paid or given any other benefits or expenses from the Trust.



## 9. Related party transactions

The following material transactions with other entities in which trustees and senior staff members have executive responsibilities occurred.

A grant of £500,000 received from The Queen's Trust to support the development of the new charity. In addition a donation of £157,002 was received in respect of shared resources from the Queen's Trust, this representing the value of the donation in kind of 80% of the Director's and 20% of the Administrator's time. The balance expected at 31st March 2018 was £nil.

An amount of £4,800 paid to The Queen's Trust for recharges relating to administrative costs including IT infrastructure. The amount owing at 31st March 2018 was £3,360.

An amount of £20,617 paid to the Privy Purse for accountancy fees for time spent in setting up the financial arrangements of the charity and in the preparation of monthly management accounts. The balance owing at 31st March 2018 was £6,512.

An amount of £35,000 was donated to the Royal Commonwealth Society to support the Queen's Commonwealth Canopy. The balance owing at 31st March 2018 was £nil.

## 10. Corporate taxation

The Charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

## 11. Debtors

	2018 £
Accrued income	1,112
Prepayments	874
	<u>1,986</u>

## 12. Creditors: amounts falling due within one year

	2018 £
Grants payable	55,127
Trade creditors	10,858
Accruals	36,820
	<u>102,805</u>

## 13. Analysis of charitable funds

### Analysis of movements in unrestricted funds

	Balance 15 November 2016	Income	Expenditure	Transfers	Funds 31 March 2018
	£	£	£	£	£
General fund	-	1,655,414	399,624	-	1,255,790
<b>Total</b>	-	<b><u>1,655,414</u></b>	<b><u>399,624</u></b>	<b><u>-</u></b>	<b><u>1,255,790</u></b>

### Analysis of movements in restricted funds

	Balance 15 November 2016	Income	Expenditure	Transfers	Funds 31 March 2018
	£	£	£	£	£
Website design and development	-	639,393	639,393	-	-
Films for website	-	233,147	233,147	-	-
Publicity materials	-	164,643	164,493	-	-
Grant fund	-	100,000	35,000	-	65,000
<b>Total</b>	-	<b><u>1,137,483</u></b>	<b><u>1,072,483</u></b>	<b><u>-</u></b>	<b><u>65,000</u></b>

Name of restricted fund	Description, nature and purposes of the fund
Website design and development	To provide a platform for young people to explain their projects along with advice and support for other initiatives led by other young people
Films for website	To provide high-quality content for the website
Publicity materials	To educate and enlighten on the purposes, impact and value added by The Queen's Commonwealth Trust
Grant fund	Created through donation from Oak Foundation for the purposes of giving grants to young people led community initiatives throughout the Commonwealth









QUEEN'S  
COMMONWEALTH  
TRUST