

Sussex Community Foundation
4b Budget 19-20 and Plan to 2025
KPIs

Key Financial Indicators 2019-24

Income Targets (£000's)

	2017-18	2018-19	2019-20	2020/21	2021/22	2022/23	2023/24	2024/25
	Actual	Projection	Budget	Plan	Plan	Plan	Plan	Plan
Endowment	£4,502	£4,172	£500	£1,250	£1,500	£1,500	£1,500	£1,500
Flow-through	£1,445	£2,097	£1,599	£1,012	£1,007	£1,032	£1,007	£1,132
Unrestricted/Operating Costs	£87	£148	£95	£95	£115	£120	£130	£140
Target endowment value	£16,745	£21,517	£22,325	£23,873	£25,686	£27,526	£29,394	£31,290
Target grants awarded	£2,078	£1,851	£2,568	£2,342	£2,201	£2,316	£2,383	£2,602

Known Income

	2017-18	2018-19	2019-20	2020/21	2020/22	2020/23	2020/24	2020/25
Endowment	£1,100	£4,172	£200	£0	£0	£0	£0	£0
Flow-through	£1,445	£2,096	£1,499	£742	£707	£732	£707	£732
Unrestricted/Operating Costs	£87	£148	£35	£35	£35	£35	£35	£35

Total endowment value **£16,745** **£21,517** **£22,325** **£23,873** **£25,686** **£27,526** **£29,394** **£31,290**

Operating costs income - BUDGET

	2017-18	2018-19	2019-20	2020/21	2020/22	2020/23	2020/24	2020/25
Unrestricted income	£87	£148	£95	£95	£115	£120	£130	£140
Bank interest		£2	£8	£8	£9	£10	£11	£12
Contributions from Funds								
10% of flow-through	£125	£168	£164	£96	£95	£98	£95	£108
3% of new endowment	£119	£36	£15	£38	£45	£45	£45	£45
Annual CCLA End. contribution	£109	£162	£168	£170	£173	£175	£178	£181
Annual Sarasin End Contribution	£70	£93	£155	£165	£185	£210	£235	£260
Total Operating costs Income	£510	£609	£605	£571	£622	£658	£694	£746

Budgeted Operating costs **£453** **£498** **£600** **£620** **£640** **£674** **£679** **£697**

Surplus/Deficit **£57** **£111** **£5** **-£49** **-£18** **-£16** **£15** **£48**

Reserves **£257** **£436** **£441** **£393** **£374** **£356** **£368** **£413**

Reserves policy **£251** **£300** **£310** **£320** **£337** **£340** **£349** **£349**

Sussex Community Foundation
4b Budget 19-20 and Plan to 2025
Summary

	Actual 2017/18	Projection 2018/19	Budget 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
Income								
Flow-through Income	£1,445	£2,097	£1,599	£1,012	£1,007	£1,032	£1,007	£1,132
Endowment grants drawdown	£308	£303	£517	£549	£618	£700	£783	£867
Communities First Investment Income	£265	£270	£231	£235	£238	£242	£245	£249
Community First draw down	£391	£251	£444	£450	£457	£464	£471	£478
Total Flow through income	£2,408	£2,921	£2,790	£2,246	£2,320	£2,437	£2,506	£2,726
Endowment Donations	£973	£4,172	£500	£1,250	£1,500	£1,500	£1,500	£1,500
Matched Endowment Donations								
CCLA Endowment Donations	£3,529	£0	£0	£0	£0	£0	£0	£0
Government Match Funds	£0	£0	£0	£0	£0	£0	£0	£0
Income from Endowment	£169	£209	£310	£329	£371	£420	£470	£520
Total Endowment Income	£4,671	£4,381	£810	£1,579	£1,871	£1,920	£1,970	£2,020
Vol. Income Running Costs	£87	£148	£95	£95	£115	£120	£130	£140
Bank Account Interest	£2	£2	£8	£8	£8	£8	£8	£8
Income from Charitable Activities	£0	£0	£0	£1	£2	£3	£4	£5
Other Income	£0	£1	£0	£0	£0	£0	£0	£0
Management charges income	£436	£532	£502	£468	£498	£528	£553	£594
Total Operating Income	£525	£683	£605	£572	£623	£659	£695	£747
Total Income	£7,604	£7,985	£4,206	£4,397	£4,814	£5,016	£5,171	£5,493
Expenditure								
Grants Awarded	£2,078	£1,851	£2,568	£2,342	£2,201	£2,316	£2,383	£2,602
Management Charges costs	£234	£280	£280	£213	£215	£219	£218	£232
Total Flow Through expenditure	£2,312	£2,131	£2,848	£2,555	£2,415	£2,535	£2,601	£2,834
Drawdown from endowment for grants	£258	£303	£517	£549	£618	£700	£783	£867
Drawdown from Comm 1st for grants	£440	£251	£444	£450	£457	£464	£471	£478
Management Charges costs	£189	£230	£222	£255	£284	£309	£335	£361
Total Endowment expenditure	£887	£784	£1,182	£1,254	£1,358	£1,473	£1,589	£1,706
Staff Costs	£330	£340	£424	£460	£475	£488	£504	£517
Costs of Gen Vol Income	£17	£4	£18	£18	£19	£19	£20	£20
Gen Charitable Activities	£27	£65	£60	£41	£42	£60	£45	£46
Costs of Grant Making	£6	£4	£4	£4	£4	£4	£4	£4
Finance & Admin	£25	£31	£37	£38	£39	£40	£41	£43
Property	£30	£32	£33	£34	£35	£36	£37	£38
Governance	£18	£23	£25	£26	£27	£27	£28	£29
Total Operating costs	£453	£498	£600	£620	£640	£674	£679	£697
Total Expenditure	£3,652	£3,413	£4,631	£4,429	£4,414	£4,682	£4,869	£5,238
Surplus/Deficit	£3,952	£4,572	-£425	-£32	£400	£334	£302	£256
Gains or losses on Investments	£-25	£1,175	£1,180	£1,222	£1,301	£1,393	£1,487	£1,582
Transfers Between Funds								
Opening Balance	£12,162	£16,089	£21,836	£22,592	£23,782	£25,483	£27,210	£28,999
Closing Balance	£16,089	£21,836	£22,592	£23,782	£25,483	£27,210	£28,999	£30,836
Reserves	£257	£436	£441	£393	£374	£356	£368	£413
Grants Awaiting Distribution	£630	£1,404	£1,346	£1,036	£941	£843	£748	£640
Endowment								
SCF Endowment	£6,207	£10,335	£10,975	£12,352	£13,992	£15,657	£17,347	£19,062
Community First	£7,213	£7,708	£7,824	£7,941	£8,060	£8,181	£8,304	£8,428
Other CCLA endowment	£3,325	£3,475	£3,527	£3,580	£3,633	£3,688	£3,743	£3,799
Total Endowment	£16,745	£21,517	£22,325	£23,873	£25,686	£27,526	£29,394	£31,290
Total Balance of Funds	£17,633	£23,357	£24,112	£25,301	£27,000	£28,725	£30,510	£32,342
Grants Awarded	£2,078	£1,851	£2,568	£2,342	£2,201	£2,316	£2,383	£2,602
All Grants to date	£13,644	£15,495	£18,063	£20,405	£22,606	£24,922	£27,306	£29,907

Sussex Community Foundation
4b Budget 19-20 and Plan to 2025
Operating costs

OPERATING COSTS INCOME		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		Actual	Actual	Budget	Plan	Plan	Plan	Plan	Plan
		£000	£000	£000	£000	£000	£000	£000	£000
Voluntary Income - Running Costs		87.3	147.9	95.0	95.0	115.0	120.0	130.0	140.0
	Friends scheme	43.1	24.3	40.0	40.0	45.0	45.0	50.0	55.0
	Other individual donations	32.4	93.4	20.0	20.0	25.0	30.0	35.0	40.0
	Trusts and unrestricted grants	0.0	24.2	15.0	15.0	20.0	20.0	20.0	20.0
	Companies	3.0	1.0	5.0	5.0	10.0	10.0	10.0	10.0
	Legacies and bequests	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Other								0.0
	Sponsorship	8.8	5.0	15.0	15.0	15.0	15.0	15.0	15.0
	Known income								
Fund raising and training		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Investment Income - Bank Interest		2.0	1.8	8.0	8.0	8.0	8.0	8.0	8.0
Other income			1.3						
Management Charges		435.8	531.8	502.2	468.3	498.5	528.2	553.3	593.8
	Endowment fee 1.50%	70.0	93.0	155.0	164.6	185.3	209.9	234.9	260.2
	CCLA annual fee 1.5%(+ set up fee)	206.1	161.8	167.7	170.3	172.8	175.4	178.0	180.7
	Unmatched set up fee 3.00%	22.0	87.0	15.0	37.5	45.0	45.0	45.0	45.0
	Flow through mgt charge 10.00%	125.0	168.0	164.4	95.9	95.4	97.9	95.4	107.9
	localgiving membership fees £20 pa								
4954	Direct management contributions		22.0						
Total Income		525.1	682.8	605.2	571.3	621.5	656.2	691.3	741.8
OPERATING COSTS EXPENDITURE									
	Inflation	2%	3%	3%	3%	3%	3%	3%	3%
	Staff	330.0	340.0	424.0	459.8	475.5	487.5	504.0	516.9
	Costs of Income generation	17.0	4.2	17.5	18.0	18.6	19.1	19.7	20.3
	General Charitable activity	27.0	65.3	60.0	41.0	42.2	60.0	45.0	46.4
	Costs of Grant making	5.8	3.7	3.8	3.9	4.0	4.2	4.3	4.4
	Finance and Admin	25.2	30.6	36.7	37.8	38.9	40.1	41.3	42.5
	Premises	30.3	31.7	32.7	33.6	34.6	35.7	36.7	37.9
	Governance	17.7	22.5	25.0	25.8	26.5	27.3	28.1	29.0
Total Expenditure		453.0	498.0	599.7	619.9	640.4	673.9	679.2	697.3
Annual Surplus/(Deficit)		64.8	184.8	5.5	-48.7	-18.9	-17.7	12.1	44.5
	Surplus b/f	192.7	251.0	435.8	441.3	392.6	373.7	356.0	368.1
	Transfer to Endowment								
	Gains/losses on investments								
Balance of Funds		257.5	435.8	441.3	392.6	373.7	356.0	368.1	412.6
Minimum Reserves		250.5	299.9	310.0	320.2	336.9	339.6	348.7	348.7
(6 months of subsequent year's projected expenditure).									
	Surplus over reserves target			131.3	72.4	36.7	16.4	19.4	63.9

**Sussex Community Foundation
4b Budget 19-20 and Plan to 2025
Assumptions**

BUDGET 2019-20

Key Assumptions - for the year 2019-20

Endowment Funds

No match funding from government

Total return on funds before inflation		8.0%
Income	3.0%	
Capital gain	5.0%	
Inflation		1.5%
Total return after inflation		
Income	3.0%	
Capital Gain less inflation	3.5%	6.5%
Applied		
management charge	1.5%	
Grants	5.0%	6.5%
Balance used to maintain capital		0.00%

Historical return performance

Year to	Sarasin Total return	CCLA Total return
31.12.09	21.20%	
31.12.10	17.10%	
31.12.11	-5.70%	-0.80%
31.12.12	11.10%	14.90%
31.12.13	17.40%	17.30%
31.12.14	6.30%	9.70%
31.12.15	3.50%	6.00%
31.12.16	10.40%	15.10%
31.12.17	10.60%	13.15%
31.12.18	-4.00%	1.21%
Average	8.79%	9.57%
last 5 years	5.93%	9.12%
after fees	5.93%	8.67%

INCOME ASSUMPTIONS

We can attract new endowment at £1.25m per year on average - note this may vary substantially year by year.

Unrestricted income can increase gradually from 95k in 18-19 to 145k in 24-25 through active promotion of Friends Scheme

Flow-through income is currently based on known commitments plus new income of 100k in 19-20, rising to 370k in 24-25

Operating costs are based on one new member of staff in 2019-20 and a further member of staff in 20-21

If inflation increases, we expect endowment returns to increase in the same way.

Training costs are set at 2.5% of staff costs

Additional items in Budget 2019-20

Training & Development		
UKCF conference		£4,500
Publicity & Marketing includes current estimates of activity		
Legacy campaign materials		£3,000
Other publicity materials		£2,000
Photography		£2,000
Software (Adobe, Issue, Survey Monkey)		£900
Print - business cards, etc.		£400
Newsletter (including mailing) x3		£4,500
Advertising		2000
PA materials/tools		3000
Other marketing		2200
Sussex Uncovered		
Sussex Uncovered 2019 Print & Design		£6,000
Sussex Uncovered 2019 web version		£2,000
Consultancy relating to SU 2019		£5,000

Memberships		
UKCF		£10,700
Gatwick Diamond Business Association		£400
Association of Charitable Foundations - NEW		
B&H Chamber		£200
Inst of Fundraising		£300
other memberships		£500
Information & Data		
OSCI - Local Futures subscription		£5,000
Costs of grant making		
External evaluations		£5,000
Small grants for capacity building events		£2,000
Book-keeping and accountancy		
Knill James accounting support		£7,500