



# SHELTERBOX TRUST

ANNUAL REPORT 2019



“

*As for now, the sun rises. One goes to the farm, one stays at the house and the children go to school. Life is getting restored. Now we are living without worries. I feel at home, without any hesitation.*

— Mary, Malawi



**ACROSS THE GLOBE IN 2019,  
145,000 PEOPLE FELT MORE AT  
HOME BECAUSE OF SUPPORT FROM  
THE SHELTERBOX COMMUNITY.**

Read on to discover the difference we made together last year (and turn to page 15 to learn more about Stephano and Mary).



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*Front cover: Modestar from Malawi, standing outside the shelter she repaired using items from a shelter tool kit provided by ShelterBox following Cyclone Idai.*



## SHELTERBOX EXISTS BECAUSE NO FAMILY SHOULD BE WITHOUT SHELTER AFTER A DISASTER.

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**Shelter means a place to feel safe, often after days or weeks of fear. It means having somewhere to call home again, where you can find shade from the midday sun and warmth when winter comes.**

It means having somewhere to be with friends and family, and to have time to yourself. It's a place to cook, to play, to study, to laugh. It's a place to start again.

When disaster or conflict devastates your life, shelter is the first step towards feeling in control again. So we do everything we can to provide what people tell us they need – like tents and tarpaulins, along with tools, blankets and other essentials – so they can start shaping the future they want to create.

*When you have a place to call home, hope follows.  
That's why we exist.*

IN 2019

# THANKS TO OUR INCREDIBLE SUPPORTERS



# 145,000 PEOPLE IN 9 COUNTRIES

RECEIVED EMERGENCY SHELTER AND HOUSEHOLD ESSENTIALS



(from tarpaulins and tool kits to cooking sets and solar lights).

# YOU'VE HELPED PEOPLE IN 7 DISASTERS



CYCLONES



FLOODS



DROUGHTS



EARTHQUAKES

# AND 4 CONFLICTS

We also sent assessment teams to a further 5 countries:

The Bahamas, Comoros, Greece, Republic of Congo and Burkina Faso. Plus, an additional assessment team went to the Philippines after the Mandaue Fire.



OUR VOLUNTEER RESPONSE TEAM MEMBERS GAVE OVER

# 1,000 DAYS

of their time to be there for communities worldwide.

*Thank you to everyone who helped families find shelter and find hope in 2019.*



## CEO STATEMENT Sanj Srikanthan

*Dear friends*

**The dangers and disasters that cause people to become homeless are becoming more complex.**

Our climate is changing. Countries are struggling to cope with repeated extreme weather events. Crises are dragging on for years in the shadow of political deadlock. In 2018, more than 88 million people were forced from their homes by conflict and natural disasters.

In the midst of these shifting pressures, one thing that has always stayed the same – and surely always will – is the value of having a place to call home. Nearly all disasters and conflicts create homelessness, and as these threats grow, our mission has never been more valid. You can read throughout this review how the ShelterBox community – volunteers, staff, local partners, Rotary International – set hope in motion by providing shelter across the globe in 2019.

**Our approach is a direct reflection of the values that define us – which we took time to reaffirm in 2019:**

*We can't do it alone*

*We make a tangible impact*

*We do the right thing*

*We plan for tomorrow*



*"Leading a life without shelter is life with no hope", says 16-year-old Bushaaro from Somaliland. She is the sole carer of her six younger siblings living in a camp for internally displaced people in the north-west of the country.*

We see it as part of our role, for example, to continue to challenge the boundaries of where humanitarian assistance can be provided. Whether that is in Syria, where the devastating conflict has entered its tenth year, or in Africa's Lake Chad Basin, where extremist groups and droughts have forced so many to flee, or in Somalia, where insurgent groups like al-Shabab continue to fill families with fear, we are committed to reaching the most vulnerable people and sharing their stories.

**IN 2018, MORE THAN  
88 MILLION**



people were forced from their homes by conflict and natural disasters.

Those stories are increasingly being shaped by our changing climate, which is undoubtedly making it harder to live in many parts of the world. In East Africa, unseasonably warm weather has caused locusts to breed into swarms over one trillion strong. Every day they eat through crops that could have been used to feed thousands of people. In Ethiopia, where ShelterBox works, families already living in poverty are faced with food shortages too. But as issues like these build, our determination to help people take back control of their lives is only growing.

Our own staff and volunteers are no strangers to tenacity or commitment, of course, and continue to find ways to help people overlooked by other organisations. It's a privilege to work with so many people who embody our commitment to go further.

In Bangladesh, our teams recently needed to support communities in places inaccessible by road. Their solution? Load our shelter kits onto boats, take to the local rivers and get to work.

I'm a relatively recent arrival at ShelterBox, having been appointed as CEO in December 2019. But that story from Bangladesh is one of many that reflect the determination and drive I've seen every day since I've worked here.

We deliver because we get to know families and provide what people need most. We know that while a tent isn't a permanent home, it is a place where a different future can begin to seem possible. We are obsessive about the quality of the aid we deliver, and we constantly challenge ourselves to improve, based on feedback from the communities we exist to support.

I'm already very proud of the impact we create together, and I hope this review gives you a clear sense of how we acted as a catalyst for many thousands of families last year. As I look to the future, I have no doubt that unpredictable weather and long-running conflicts will continue to throw millions of families into turmoil. But I can also say with utter certainty that ShelterBox will be ready to respond: focused, dynamic and prepared for whatever new challenges await.

THANK YOU FOR  
YOUR SUPPORT,

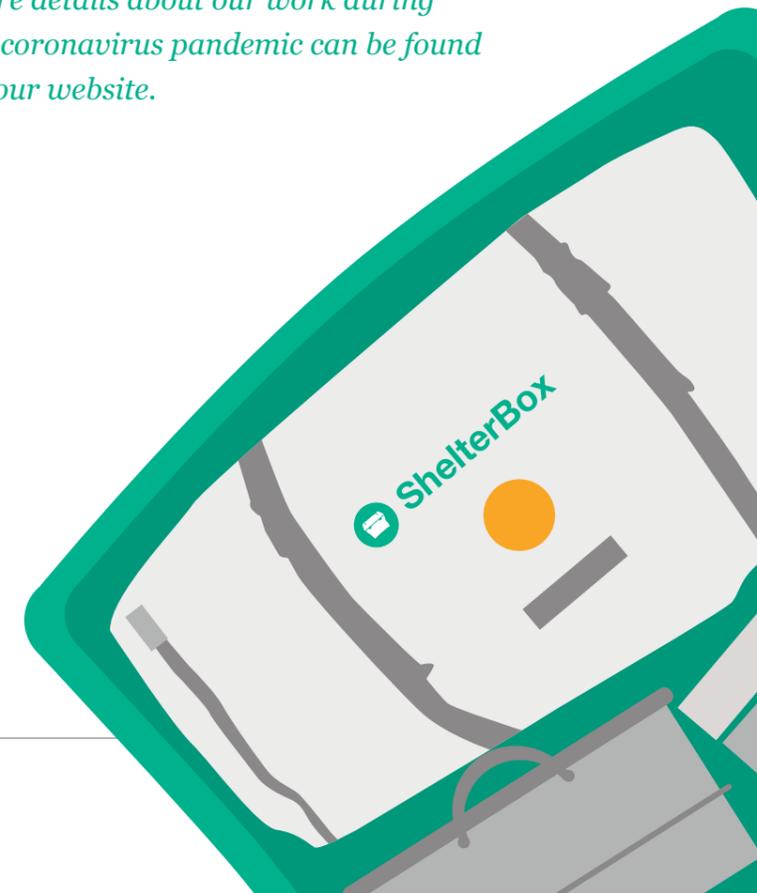
Sanj Srikanthan  
CEO



*The boats used to transport shelter kits in Bangladesh*

*This report focuses on our work in 2019. To understand more about how coronavirus has affected our work and plans at the time of publishing in July 2020, go to the 'Looking ahead' section on page 32.*

*More details about our work during the coronavirus pandemic can be found on our website.*



All of the work you can read about in this review period was driven by four guiding ambitions:

**1. We will increase our reach and impact on people's lives (pages 12-14)**



Distributions taking place in Somaliland, via one of ShelterBox's partners ActionAid.

*We want to do more and reach more people – in the most effective way possible.*

That means delivering more aid, at the right time and guided by what people need most. It means having plans in place so we're always ready to respond in places where we can make the biggest difference. It means having clear operating models to guide how we deliver aid. It means supporting our local partners to grow. And it means strengthening our monitoring and evaluation work, to make sure we keep improving.

**2. We will create a global community of supporters (pages 22-25)**

By bringing more people together to be part of ShelterBox, we can build awareness of the change we create and generate a balanced mix of sustainable income. As part of our global fundraising team, our international affiliate teams play a central role in making this happen. That's why we're creating global fundraising and communications strategies and adapting how we work to make sure we can achieve them. We're using local insights, too – because fundraising

works differently around the world – while still making sure our messaging is consistent everywhere we work. And we're shaping a programme funding strategy, to support more people in emergencies and to run effective development projects as well.

**3. We will create a high-performing organisation (pages 26-27)**

Our values inspire everything we do:

*We can't do it alone*

*We make a tangible impact*

*We do the right thing*

*We plan for tomorrow*

To make sure we truly embody those values, we need to become more effective and more efficient.

There are many aspects to achieving this goal. We're improving our infrastructure and data management systems so we can grow smoothly, and we're developing an integrated programme for staff and volunteers to support learning and development, recognition and performance management. We're working to build a global organisational culture, too, and strengthening our commitment to safeguarding, humanitarian standards, and health, safety, security, environment and ethics (HSSEE).

**4. We will extend our reach and fundraising potential using our strategic partnerships (page 28)**

Through powerful partnerships, we can help more people, more effectively, and continue to develop as an organisation. So we're strengthening our valued, long-term partnership with Rotary International, building engagement at international, district and club level and connecting with youth members through Rotaract. We're working to ensure our partnerships with Habitat for Humanity and the International Federation of Red Cross and Red Crescent Societies have the biggest possible impact on people's lives. And we're collaborating with our community of partners to drive innovation that helps families to thrive.



## STRATEGIC REPORT

### How we increased our reach and impact on people's lives in 2019

**The number of people displaced worldwide reached the highest level ever recorded last year, but thanks to the determination of our partners, volunteers and global network of supporters, we were there for 145,000 people in nine countries.**

It was a year in which our changing climate made more headlines than ever, but the devastating impact – and the repeated impact – of many disasters related to our climate remained unreported. In Somaliland, for example, we found ourselves responding to disasters much more frequently, with families unable to recover fully before the next emergency struck.

More positively, it was also a year when we continued to learn from every response we were involved in, as we sought to create greater long-term impact for families. As we spoke to the people we supported about the change we helped set in motion, four consistent themes became clear:

#### We help people create a home

*“We were very happy to now have our own place to stay. It means that my husband and I can live together as man and wife again.”*

Last March, Grace and her family fled in the middle of the night as Cyclone Idai sent floodwater surging through their village in Malawi. A ShelterBox tool kit and tarpaulin meant they could build a place to feel in control of their future once again.

A home is more than a physical structure. It's a place to spend time with family, to get a good night's sleep, to play, to work, to feel safe and secure. It's a place to find privacy and time to yourself. Again and again last year, the families we supported told us that having a home helped a sense of normal life to return.

- **In the Philippines**, 83% of people we spoke to said they had more privacy after they built a shelter or repaired their home
- **In Paraguay**, 84% of people we spoke to said having emergency shelter gave them the confidence to return home

#### We help communities rebuild

*“We were able to stay with each other without any problems because we were coming from the very same village. We were staying like one big family. No matter what problems we had, we would solve it as one big family.”*

Serepia and her whole community moved to high ground after flash flooding in Malawi. We provided shelters and tools, and families rebuilt together. In just three months, the entire village had relocated.

By reaching people rapidly after a disaster and listening to what they need, we can help communities stay together. That means people are more likely to be able to access schools, hospitals and other essential services – and it means people can be there for each other as they focus on the future together.



**IN MALAWI**

solar lights brought communities together in all kinds of ways last year. People used them to illuminate mosques, to visit neighbours and to simply come together and chat.

**IN PARAGUAY**

almost half of the people we spoke to said having solar lights meant they socialised more.



*“We were very happy to now have our own place to stay. It means that my husband and I can live together as man and wife again.”*

– Grace, Malawi

*We help people return to work*

Peter and Mariette live with their five children in the Lope de Vega region of the Philippines, which was severely damaged by Tropical Storm Usman at the end of December 2018.

Peter told the ShelterBox team that it took just 30 minutes for the whole area to be completely submerged under floodwaters. With our support, Peter has since rebuilt much of his family's home. He now plans to reuse ShelterBox tarpaulins for coconut harvesting and to help build temporary shelters at work.

When you have a place to call home, earning a living seems possible again. We often help people settle close to places where they can tend crops or keep livestock, and we provide the tools people need to succeed. Homes often double up as shops or workshops too – as communities rebuild and return to normality together.

*We help people build skills and knowledge*



“  
*I paid close attention during the training to ensure that I could make the appropriate repairs to my home, and so that it lasts longer and remains stronger the next time the floods come.*

For Cecilio in Paraguay, and many other people we supported around the world in 2019, our training marked a new beginning – and a chance to see the future in a whole new way.

- **In the Philippines**, 95% of people we spoke to said the skills they learned from our training helped them build or fix their shelters

- **In Cameroon**, 98% of people felt more confident about using aid items after our training

We trained people to build shelters that last. By working with communities to showcase both local techniques and construction methods we've tested around the world, we helped families to build – and repair – reliable, weatherproof homes. We also trained people to pass that knowledge on, so families can continue to benefit for generations to come.



**IN BANGLADESH**

**77% of people** we spoke to last year said our tarpaulins would be ideal for sheltering livestock.

**IN PHILIPPINES**

**85% of people** we spoke to said they would keep using our tools after fixing or building a shelter.

# KUNYUMBA

'Home'

*How can we demonstrate our impact in the most meaningful, honest and compelling way? We asked ourselves that question again and again in 2019 – and, through the Kunyumba project, we moved closer to finding the answer.*



*Photography by award-winning photographer, © Sián Davey*

## STRATEGIC REPORT

### Kunyumba: 'Home'

**'Kunyumba' – which means 'Home' in the Chichewa language – is a short film that tells the story of Stephano and Mary, who lost their home and everything in it when Cyclone Idai hit Malawi in 2019. But, it's also much more than a film.**

It's the result of a unique collaboration between our monitoring and evaluation team and our brand and content team. Using unstructured interviews, with no set questions, we asked Stephano and Mary's community to share their experiences and emotions in their own words. We wanted to understand what recovery really meant to people, and to identify ShelterBox's role without asking leading questions. Working with filmmaker Benn Berkeley and photographer Siân Davey, we focused on Stephano and Mary, but their story represents what the community as a whole told us.

We found out what life was like before the disaster, and how parents lifted their children into trees as the floodwaters came. We heard how livestock were dragged away in the waters, and how families were separated in cramped, makeshift camps.

But we also heard how the promise of help from ShelterBox encouraged people to leave the crowded camps and start again. We heard how people began building and growing crops and looking to the future. We learned how the community recovered together – providing each other with emotional support. We saw what happens, to quote Mary, when "life is restored".

We shared Kunyumba with the community at a special screening in Mwalija, organised with Habitat for Humanity. We're part of BOND's (The International Development Network) People in the Pictures group and working towards the Core Humanitarian Standards, so it was important to understand how people felt their story was portrayed.

Over 300 people watched the film with us, and everyone we spoke to felt it showed accurately what they had been through. There was a real desire to share more stories, too – and we'll be using this collaborative approach again in 2020. We were also delighted to hear that Kunyumba was nominated for an award at the Charity Film Awards.



© ShelterBox



© Siân Davey



© Siân Davey



© ShelterBox



© ShelterBox

“  
What gave us the strength to move from the camp to this place were the tarpaulins that we received. When we came here, we had space, we could live freely.

Mary, speaking in Kunyumba



© Siân Davey



© Siân Davey

If you haven't already seen the short film Kunyumba please do go online at [shelterbox.org/kunyumba](https://shelterbox.org/kunyumba)

Emergency responses 2019 in detail

Thanks to our supporters, we were there for families across the globe last year

Philippines: three responses in a year

Since 2004, we've responded to disasters in the Philippines 27 times – more than in any other country. In 2019, we used our local access, expertise and contacts to support families left homeless after three different disasters: Tropical Storm Usman, earthquakes in Mindanao and Typhoon Kammuri, known locally as Typhoon Tisoy.

We operate in a unique way in the Philippines, where the government prefers working with aid agencies that are registered in the country and can source aid items locally. Recognising this, in 2017 we set up ShelterBox Operations Philippines in the country. Now, rather than needing to import what families need when a disaster hits, we have items including shelter kits, mosquito nets, solar lights and corrugated iron roofing sheets stored and ready to go in a Philippines warehouse. It means we can reach people much more efficiently.

When Tropical Storm Usman hit in December 2018, our team met with the mayor of Lope De Vega municipality within 24 hours to discuss the best way to help local communities. In just over a month, 2,214 families were seeing the benefits of our shelter kits and aid items.

Our aim was to help people return swiftly to their homes so they could repair or rebuild. Within two weeks, 75% of people we spoke to said they had already used our aid to build a new shelter or fix up their homes. Over 80% of these said they had more privacy and 100% felt more protected from the rain.

As people began to focus on the future, our solar lights came in particularly handy. Families were using them while they did chores, cooked and did schoolwork.

*In total, we helped over 7,880 families in the Philippines in 2019*

Lake Chad Basin: responding to what communities need

Our responses are always based on what families say will have the biggest impact. Last year, in Minawao Camp in the far north of Cameroon, that meant changing the number of items we gave out after some larger families said they needed more mosquito nets and blankets. We're now tailoring our shelter kits based on family size. This is a bigger challenge for our distribution teams – but the people we support have told us what a difference this approach has made. The crisis in the Lake Chad Basin shows few signs of improving, as families across Nigeria, Cameroon, Niger and Chad continue to flee the Boko Haram extremist group. We have now helped more than 11,000 families begin their recovery by providing essential shelter items to people in many different situations.

Part of our work last year involved helping families in Cameroon who have sought shelter elsewhere in the country after being forced from their homes in the far north. Often they move into the homes of other families. Our shelter kits mean people can build a place of their own as well as ease the pressure on host communities. All of the families we supported with a shelter kit last year said they felt safer as a result, and had more privacy.

*"A neighbour told me about renting farmland. I did not have enough money at first, so I started working on another farm until I saved some money for my own space of land. This is how I started my passion again."*



Joseph described the first few days in Minawao camp as like "living a nightmare". With our support, he built a shelter, began growing maize and is now farming groundnuts, beans, maize and millet.

PHILIPPINES: OSCAR AND ALMA

Corn and rice farmers, Oscar and Alma, were at home with their three children when Typhoon Mangkhut struck. The storm destroyed the roof of their home leaving nothing but a wood frame. Even the strongest walls made of hollow concrete block were blown over. We visited five months later and they showed us the sturdy temporary home they had built using the tarps, tools and hardware. Oscar said it felt good receiving the ShelterKit because they were able to stay on their land to rebuild their house.



SINCE 2004 WE HAVE RESPONDED 27 TIMES IN THE PHILIPPINES TO:



3

earthquakes



2

floods



20

cyclones



2

conflicts

*Syria: working smart to help more people*

Wherever we work, we constantly assess local conditions to make sure we're best placed to support vulnerable families.

The situation in Syria was particularly volatile in 2019, with shifting frontlines and numerous military offensives. So in Idlib in northwest Syria, we worked with our local partner ReliefAid to move aid items to places where we could rapidly access and distribute them when the need arose.

This approach helped us reach nearly 26,000 people in Syria in 2019.

But we continue to do everything we can to help people find shelter and find comfort.

For the last few years, we have been giving families a tailored package of household items to help them cope through the winter months. Many people are unprepared for the freezing temperatures, especially if they have fled earlier in the year. Our packages of thermal blankets, mattresses, tools, fixings and winter clothes were designed to take the edge off what can be a very tough time. In total, we gave out 2,300 of these packages.

*Malawi: rebuilding communities after one of the worst tropical cyclones to hit the southern hemisphere*

We told the story of our work with families in the wake of Cyclone Idai in our film Kunyumba, which you can read about on page 15. When the storm made landfall in March, 100,000 homes were destroyed or damaged and vast areas were left uninhabitable. Overnight, families were faced with homelessness, a lack of food, the threat of poverty and the spread of dangerous diseases like cholera and malaria.

In the months that followed, we worked with our partner Habitat for Humanity to help nearly 2,000 families overcome these immediate threats.

**SYRIA: MOHAMMED**

Mohammed fled the horror of conflict in Syria in search of a safer place for his family. After reaching a displacement camp, they made a home in an empty room, with no electricity, an unreliable water supply and open sewage channels nearby. After four months, the owner of the building told them to leave. With freezing winter temperatures looming, Mohammed built a tent for his family, and we provided mattresses, solar lights and warm clothes – simple items that can make a huge difference in this nightmarish situation.



**WE HAVE NOW SUPPORTED MORE THAN 250,000 PEOPLE**



since we began working in Syria in 2011, making this the largest, most sustained response in our history.

More than half of all Syrians have now been forced to flee their homes. One in four schools are now damaged, destroyed or used for shelter and half of the country's hospitals have shut.

**AID PROVIDED TO NEARLY 2,000 FAMILIES IN MALAWI**



Our support helped people to stay close to their farms and workplaces, and within easy reach of local markets.

## How we created a global community of supporters in 2019

**From building our Book Club to developing relationships with new and existing partners, we focused on bringing people closer to ShelterBox in the UK and around the world last year.**

### Engaging with supporters

As political and economic uncertainty continued, it was a tough time for fundraising, particularly in the international development sector. Our focus was on reviewing all of our fundraising activity to make sure we offered the greatest value to our supporters – and to the people we exist to support. Over 1,000 people completed our Great ShelterBox survey last year, and the results will play a big role in shaping our future relationships with our donors and partners.

We ran numerous campaigns for existing supporters around the world in 2019, including one focused on International Women's Day and another on the innovative ways that families use our aid items. In Canada, the story of Kunyumba was at the heart of a Christmas campaign.

In the UK, our Winter Warmth appeal, which highlighted the freezing conditions in Syria in winter, raised over £280,000, making it the year's best performing public facing campaign. And we continued to develop communications like Beyond the Box magazine, so supporters have a true idea of the difference they make.



The ShelterBox team at the Rotary International Convention in Hamburg, Germany.

Our international fundraising teams and volunteers contributed more than £5.6m to our work in 2019 – an increase of 14% over the previous year, and nearly 50% of net income.

Fundraising in the US was at the heart of this fantastic effort, and we were delighted to welcome some of our US major donors to our Truro HQ in the summer of 2019. They met staff who delivered our work in Lake Chad Basin, and heard how their generosity is helping us plan long-term support for families caught up in protracted crises.

Looking to build relationships with new audiences in the most cost-effective way, we advertised using national newspapers, inserts, social media and digital media channels. Our response to Cyclone Idai also helped us to attract new donors and to raise vital funds. Support received from individuals around the world enabled us to help more families in Malawi, and we scaled up our response once it was clear how badly families had been affected.

ShelterBox Book Club went from strength to strength, too. Over 1,100 members have joined this community of book lovers determined to help families in disasters, and the club was nominated for a Direct Marketing Award and two Institute of Fundraising awards in 2019.

In addition, our income from legacy gifts grew significantly in 2019. We're hugely grateful to everyone who helps families in this way, and last year we focused on improving the administration of these gifts.

*We also can't say thank you enough to all of the businesses and foundations worldwide that supported our work in 2019. We can do more in more ways because of you.*



*Our Winter Warmth appeal, which highlighted the freezing conditions in Syria in winter, raised over £280,000, making it the year's best performing public facing campaign.*

*Fatima and her family are from Syria. They have moved many times. Her older sister was killed by an airstrike. When the team first met Fatima her mother would not let her outside because of the cold. Now she plays outside with other children enjoying with her new winter coat.*

### Getting closer to our global community of supporters

Once again, we had fantastic support from Rotary across the world, especially in the aftermath of Cyclone Idai. In particular, Rotary clubs in the UK, Sweden, Germany, Switzerland and Denmark rallied to support our response in Malawi.

We renewed our long-term partnership with Rotary International for another three years in May 2019, and can't overstate the difference this makes to the awareness of our work. Support from Rotary accounts for around half of our international income.

And international fundraisers from 12 of our affiliates met up for the Rotary International Convention in Hamburg in June, sharing ideas and insights on how to keep growing and supporting families more effectively. A special celebration evening organised by ShelterBox Germany made clear how our global family of affiliates helps us go further and do more, together.

Our relationship with Rotary in Britain and Ireland remains strong and we're already looking forward to working with the organisation again at its inaugural Volunteer Expo in May 2020.

We launched a number of new initiatives to help engage supporters with our work last year. In the US, Canada and Australia, the 'Buy a Home, Give a Home' campaign gave real estate agents and homebuyers the opportunity to support families around the world who have been left without a home because of disaster.

And in the UK the Tent for Lent initiative made a speedy and life-changing impact. It's a way for faith groups and other supporters to raise the cost of a tent (£385) during Lent, and in its first year generated almost £17,000 for our work with families worldwide. Meanwhile, our Shine for ShelterBox scheme – where supporters cook up a feast to raise money with friends – is now in its sixth year.

Thank you to everyone who got involved in these projects last year.

Finally, in Australia and New Zealand, our affiliates continue to collaborate closely. ShelterBox Australia's fundraising trek along the Larapinta trail was an outstanding success.

All of our work in communities depends on the support of our determined and dedicated volunteers. Last year we launched a new online Volunteer Portal to help these incredible individuals find information more easily, and we arranged a special weekend at ShelterBox HQ in Truro so key volunteers could come together and share their experiences. We also launched a new Brand Ambassador role, for volunteers keen to spread the word in their communities about the work we do. So far our new ambassadors have reached nearly 50,000 people.

## Our affiliates

### NORTH AND SOUTH AMERICA

**Canada (Toronto):** Established in 2010  
**USA (Santa Barbara, CA):** Established in 2002

### AUSTRALASIA

**Australia (Parramatta, NSW):** Established in 2003  
**New Zealand (Dunedin):** Established in 2006

### AFRICA

**South Africa (Paarl, Western Cape):** Established in 2010

### EUROPE

**BeLux (Zichem):** Established in 2010  
**Denmark (Holte):** Established in 2007  
**France (Sablé sur Sarthe):** Established in 2012  
**Germany (Berlin):** Established in 2006  
**Italy (Torino):** Established in 2013  
**Netherlands (Amsterdam):** Established in 2009  
**Norway (Jørpeland):** Established in 2009  
**Sweden (Lidköping):** Established in 2013  
**Switzerland (Bern):** Established in 2009  
**Finland (Hämeenkoski):** Established in 2016

### Raising awareness of our work

Online and in the media, we reached more people than ever in 2019.

OVER  
**26 MILLION**



people heard about our work on digital channels – a 30% increase on the previous year.

Unsurprisingly our busiest times were after major disasters, but we also saw the results of increasing our focus on cutting through with powerful messages at these times. We reached nearly 700,000 more people online in the aftermath of Cyclone Idai, for example, than in the aftermath of the Sulawesi earthquake in Indonesia in 2018.

Our PR work also enabled huge audiences to learn more about us last year, as nearly 28 million people saw messages about our work. Our media spokespeople, Robyn Cummins and Alice Jefferson, made waves with a series of interviews



Rotaractor Dulce Maria carries out a stock take and prepares the aid for the next round of distributions following the flooding in Asunción, Paraguay. ©Rotary International/Alyce Henson

on our research into misunderstandings about winter temperatures in Syria, reaching nearly five million people. This included two TV appearances, including Sky News. In the US, SBUSA President Kerri Murray helped our profile to keep growing internationally with a powerful appearance on CNN, talking about the refugee crisis in Europe.

Our partnership with Rotary also continued to help us reach new audiences. Over a third of our annual media coverage was generated by Rotarians' amazing fundraising activities.

And we were lucky enough to enjoy great support from some very big names in the UK, including Joanna Lumley, Imelda Staunton, Ellie Harrison, Levison Wood and Gillian Burke. Stephen Fry also shared our winter warmth campaign on Twitter – leading to 32,000 views of the campaign content.

### Monitoring our fundraising activity

ShelterBox is a member of the Institute of Fundraising (IoF). Our voluntary registration with the Fundraising Regulator confirms our commitment to the standards of its Code of Fundraising Practice and Fundraising Promise.

We are careful to design fundraising that is not intrusive or persistent, and which doesn't put anyone under undue pressure to donate. Our Vulnerable Persons Policy sets out clear processes for staff and volunteers to ensure that all potential donors have the capacity and support to make an informed decision about giving to ShelterBox. Training to support this policy emphasises that all of our interactions are respectful, fair, responsive and accountable.

By handling complaints effectively, we remain accountable to our supporters and able to improve our processes in future. In 2019 we received 63 complaints related to fundraising activity (compared to 80 in 2018). We encourage any supporters with questions about our fundraising to contact us, and we give clear details about our income, spending and impact on our website.

## STRATEGIC REPORT

### How we created a high- performing organisation in 2019

**Throughout the year, we invested in our work to become a more efficient and more effective global organisation, driven by the values that make us who we are.**

After consulting with colleagues across the organisation, we were able to identify the things that are important to us in a new set of organisational values:

#### *We can't do it alone*

We are one big international team, united in the belief that no family should go without shelter after disaster. We build lasting relationships and are good to each other.

#### *We make a tangible impact*

Our purpose is simple and we want to keep it that way. We work in a complex world but we keep focussed on making a real difference to people's lives.

#### *We do the right thing*

We strive to do the right thing. People are at the heart of everything we do. We have a responsibility to make the best decisions for the communities we support and listen to and learn from each other.

#### *We plan for tomorrow*

We are forward-thinking. We continually seek new ways to tackle the challenges we face, proactively researching new ideas and adapting to changing circumstances.

#### *Because...disasters don't wait*

*So we plan for tomorrow, do the right thing and work together to make a tangible impact.*

During 2020 we will put these values into practice across the organisation, to underpin our Employee Value Proposition and culture.

#### *How we keep developing*

We will only be able to offer the best possible support to families if we continue to improve ourselves. To that end, in 2019 we created an integrated approach to supporting and developing staff and volunteers, encompassing learning and development, recognition, skills auditing and performance management. This skills audit approach even incorporated our trustees, and we used what we learned to help define the requirements for new trustees in our recent recruitment process.

We emphasised the importance of equality, diversity and inclusion across all areas of the organisation. In 2019 we closed our mean Gender Pay Gap by 2% and Median Gap by 10%. Additionally, we have seen a 15% increase in female staff representation within the upper two quartiles of the organisation. In 2020, we have committed to undertaking an external audit of equality, diversity and inclusion practice across the organisation.

We're also committed to meeting Core Humanitarian Standards (CHS) to improve the quality and effectiveness of our disaster assistance, and we're taking action in response to recommendations made by a recent security audit.

And to help us make more informed decisions and to ensure information about ShelterBox is more consistent and easier to access, we're introducing improved data management systems.



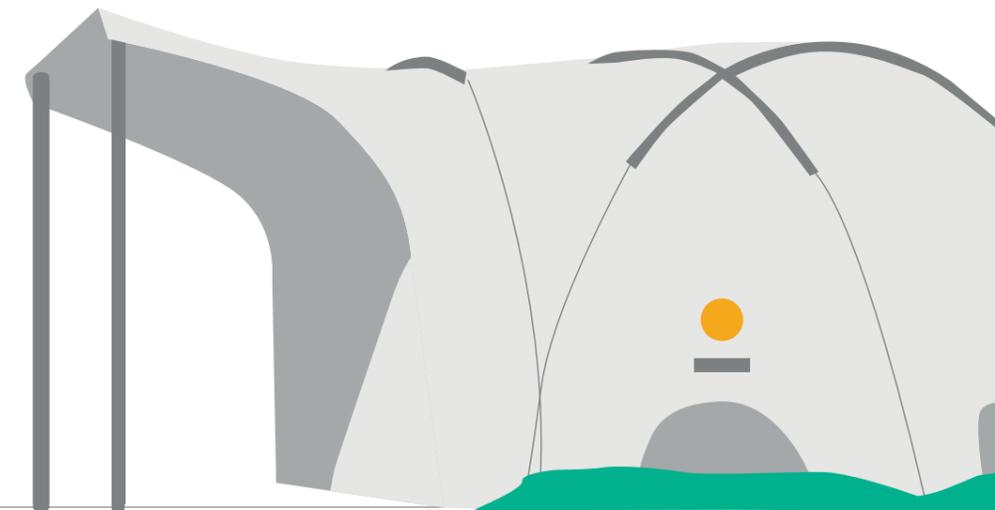
*ShelterBox Response Team Member and Rotarian Ned Morris with translator Rotaractor Mariana Santiviago conducting a Post Distribution Monitoring Survey with Nicolaza and Lilitana in Asunción, following flooding earlier in the year. ©Rotary International/Alyce Henson*

#### *Safeguarding*

In light of recent events in the aid sector, we undertook a comprehensive independent review of ShelterBox's safeguarding procedures in 2019. The external review found that we are fully committed to safeguarding and have the budget and leadership in place to ensure our staff, volunteers, partners and the families we support are kept safe.

The review also included recommendations to ensure we are at the forefront of good practice in the NGO sector. During 2019 we made significant progress towards putting these recommendations into practice, at all levels of the organisation, both in the UK and internationally.

We recognise that this is a defining challenge for the sector as a whole, and we are committed to undertaking annual safeguarding audits to remain at the forefront of good practice. Our next audit is planned for early 2020.



## How we extended our reach and fundraising potential using our strategic partnerships

**Through partnerships, we achieve more for families after disaster than we can alone. Thanks to the partnerships between ShelterBox and other organisations, hundreds of thousands of people worldwide have rebuilt their lives after disasters.**

We look for partners who share our determination to make sure no family is without shelter after disaster – and we collaborate closely so people benefit from our combined expertise. It means we can learn from the knowledge of local partners – and use our resources as effectively as possible wherever we work. It also means we can support communities more quickly – with our local partners getting to work as soon as a disaster hits, laying the groundwork for our teams to build on.

For almost 20 years, Rotary International has supported our work in an incredible range of ways. From the humble beginnings of one Rotary Club in Helston Lizard in Cornwall, 2019 saw over 1,000 Rotary members volunteering or working for ShelterBox. Many have joined our ShelterBox Response Teams, helping families directly after disasters. Rotary even helped us set up a new operations base in the Philippines, so we can reach families in the region more efficiently and benefit from the power of local knowledge.



Ulf Lagerquist is a member of the Ängelholm-Bjäre Rotary Club in Sweden. Together they hosted a Shine dinner themed with ShelterBox green. Guests arrived to a green cocktail, a lavish dinner of locally sourced food, a quiz and a disco. All their hard work raised £5,500 to help families around the world made homeless through disaster.

*Rotary clubs around the world have donated more than £54 million to ShelterBox. In 2019 we extended our partnership for another three years.*

For the last three years we have partnered with The International Federation of Red Cross and Red Crescent Societies (IFRC). In 2019, we renewed this important partnership for a further two years. It allows us to support each other with access in response situations, and means we can share training and coordinate our work supporting families after disasters.

Another incredibly important collaboration is our two-year rolling partnership with Habitat for Humanity. It allows us to reach more communities who need support, and we helped families in Malawi and Paraguay together as part of this global agreement.

There are also organisations that we partner with on individual responses. These partners are critical for making sure we can reach people who need support and provide emergency shelter, often in extremely risky situations. In Cameroon we partner with IEDA Relief, in Ethiopia the International Organisation for Migration, in Nigeria ACTED, in Somaliland ActionAid, and in Syria we partner with ReliefAid and Bahar Organisation.



ShelterBox Response Team Volunteers distributing shelter kits with Rotary, Philippines 2019.

*Financial performance*

**It was a tough year for fundraising, against a backdrop of continued political and economic uncertainty. Driven by the need to help more people and by the need to be especially careful about spending – having used our reserves in recent years to fund programme work – we set ourselves ambitious plans to grow our income.**

Whilst it was disappointing to fall short of these targets, both gross income and income net of fundraising costs were well ahead of 2018 levels. Total 2019 gross income amounted to £12.6m, which was £0.7m more than 2018, and our income net of fundraising costs was £8.7m, £1.7m more than 2018. We ended 2019 with a small net deficit of £0.2m for the year, which was very close to expectations.

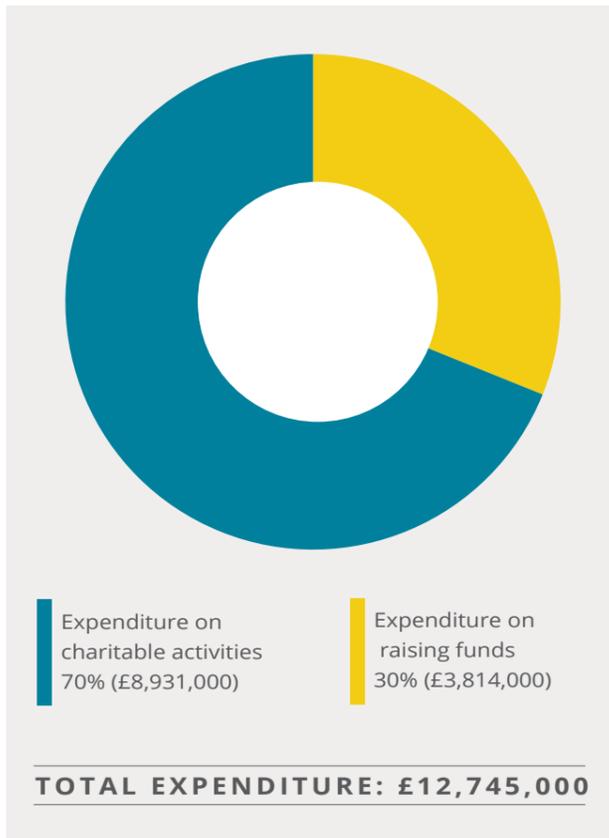
We achieved this by making considerable cost savings through a major focus on increasing return on investment in our fundraising and on achieving the best possible value for money. In total, we spent £3.8m on raising funds in 2019, £1m less than in 2018. This represented 30% of our total expenditure.

We are also committed to keeping our governance and support costs as low as possible, and focused last year on making sure we're working efficiently and effectively, including the introduction of a new customer relationship management system.

Our operational expenditure was also lower than planned. This was due in large part to planned responses in Ethiopia, Syria and Somaliland – which were due to happen in the last quarter of 2019 – actually being delivered in the first quarter of 2020.

The shifting timings of responses also meant we reached fewer people than we hoped to in 2019, as did the types of responses we worked on. For example, after Cyclone Idai, many communities in Malawi needed more comprehensive aid packages, encompassing shelter kits, water filters, mosquito nets, solar lights, blankets, water carriers and training.

So while we helped fewer people, we focused on providing the level of the support that would give families the best chance to rebuild their lives.



*Where our income came from*

We rely entirely on the kindness of our incredible supporters around the world to fund our work, and were again overwhelmed by their generosity in 2019.

International income made up just under 50% of our net income, driven by large gifts from major donors in the USA. Legacy income also saw continued growth and remains a focus area. In an increasingly challenging market, however, our ability to reach new individual supporters remains an important focus, as does the need to deliver net growth. For a number of reasons, we did not meet the extremely high targets we set in 2019 for corporate income.

*Cyclone Idai mobilised huge public support in 2019, with individuals, Rotary groups and charitable foundations in the UK and around the world enabling us to support over 2,000 families in Malawi.*

And as we look to the future, we continue to invest in building long-term, sustainable revenue streams and growing our supporter base. In particular, we can see significant opportunities in institutional and longer-term programme funding, and will continue to explore these as ways to increase our reach and support more families in 2020 and beyond.

*Reserves*

Our reserves policy is designed to balance the needs of future and current beneficiaries, ensuring that 'free reserves' levels are sufficient to cover day-to-day activities, absorb setbacks and respond to change and opportunity.

The policy identifies three main needs for free reserves:

- working capital
- unforeseen liabilities
- protection against income downturns.

Each need is quantified and an assessment is made of the likelihood of more than one need arising simultaneously. We then calculate the level of free reserves appropriate for the forthcoming year. These needs have been assessed and used to set our reserves target of £2.5m, with a tolerable range of £2.0m to £3.5m.

At the end of 2019 the charity's unconsolidated funds totalled £10m, of which £5.7m were restricted or designated funds, or were represented by fixed assets or committed to purchasing aid materials. The resultant free reserves of £4.3m were higher than target but this fluctuation is not unusual because, in practice,



Modestar from Malawi, with aid items provided by ShelterBox following Cyclone Idai.

our free reserves move over the course of a year for various reasons including seasonal income factors and the timing of disaster responses.

The trustees consider that there is an expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and, for this reason, they continue to adopt the going concern basis in preparing the financial statements.



## 2020 CORONAVIRUS ADJUSTMENTS TO PLAN

We are three years into our five-year strategy, working towards our core strategic objectives of:

1. Increasing our reach and impact on people's lives
2. Building a global community of supporters throughout 2020
3. Creating a high performing global organisation
4. Extending our reach and fundraising potential using our strategic partnerships

However, early 2020 brought unprecedented circumstances as a result of the global coronavirus pandemic. We needed to react fast, use our experience and expertise in new ways, and adapt how we work. By acting diligently in these extraordinary times, we not only uphold our value of planning for tomorrow, we are safeguarding the charity and retaining the ability to support disaster-affected families around the world.

It is hard to predict the full impact that coronavirus may have on our ability to support communities around the world after disaster, but like many charities we expect the resultant global economic uncertainty will have an adverse effect on our income. We have therefore taken action to reduce our expenditure accordingly and we believe that acting decisively now means we will be in a strong position in future to continue with our vital mission. We remain committed to focusing on the vulnerable people we are here to support.

**During this new humanitarian disaster, the vital importance of shelter has been made clearer than ever.**

The virus is a deadly risk for vulnerable families who have lost their homes. The impact in places like crowded camps and makeshift settlements in Syria, Ethiopia and Burkina Faso could be more devastating than anything we have seen so far.

**Emergency shelter can save lives by slowing the spread of coronavirus.**

We will work to provide the materials and training to help disaster-affected families build shelter, or reorganise temporary settlements a safe distance apart, in line with social distancing guidelines. Our household items like cooking sets, blankets and water filters help families reduce sharing.

We are looking to provide emergency shelters for healthcare organisations in camps and temporary settlements, so frontline staff have a safe place to rest and recover as we join forces to save as many lives as we possibly can.

We will push for the rights of people in disaster zones, making sure politicians and policy makers understand the urgent need to help families find shelter and stay safe.

**Disasters don't stop**

During this pandemic, we will keep working in new disaster zones to help slow the spread of coronavirus and save lives.

We will continue to provide emergency shelter so families can recover more quickly, stay healthy and be less exposed to the risks of the coronavirus. We'll support families to drink clean water, cook nutritious food and build secure shelters a safe distance apart, so they are in a stronger position if coronavirus does start to spread.

Global travel restrictions are making it tougher for us to undertake all of this vital work. But our links with local partners worldwide, combined with our storage of shelter materials and tools in multiple locations globally, means we are still able to get shelter to the families who need it most – and we're doing everything we can to make sure that happens. Now we urgently need additional funding to provide more shelter in more places.

## PRINCIPAL RISKS AND UNCERTAINTIES

**Our trustees have identified and reviewed the major risks to which the charity is exposed, and have established systems to mitigate these.**

The ShelterBox board monitors internal controls and procedures, along with the effectiveness of these controls, and as a result has not employed an internal auditor. The board also monitors the independence of our external auditors with reference to common practice and sector guidance.

### Major risks

The main risks identified and the measures taken to mitigate them are:

**Risk:** Reduction in income, leading to a shortfall against committed expenditure.

**Mitigated by:** diversification of income sources, development of fundraising capacity, maintenance of adequate financial reserves.

**Risk:** Serious operational incidents (unlawful detention, serious injury etc).

**Mitigated by:** response team training, deployment evaluation and critical incident management training.

**Risk:** A safeguarding incident involving beneficiaries, volunteers or staff.

**Mitigated by:** an organisational safeguarding policy is in place, regularly reviewed and updated, alongside training for volunteers and staff and supported by annual audits.

**Risk:** Reputational damage, leading to a loss of stakeholder support and income.

**Mitigated by:** adoption of, and adherence to, clear values, operating to internationally recognised humanitarian standards, compliance with fundraising guidelines, training of volunteers and staff and monitoring and evaluation.

**Risk:** Effect of coronavirus on ShelterBox's ability to operate and raise funds

**Mitigations:** We have not yet seen the full impact that the coronavirus pandemic may have on ShelterBox, our ability to support families after disaster, and our ability to fundraise.

We are working continuously to ensure that we remain able to respond to disasters around the world and to engage our audiences in powerfully relevant ways. We will continue to closely monitor the implications of the pandemic for ShelterBox and work to mitigate the risks as far as possible. We will reduce costs to mitigate any decline in income and our largest expense, disaster response, contains a high proportion of variable costs which can be flexed up or down according to the availability of funds.



Structure

ShelterBox is a registered charity and a company limited by guarantee.

It is governed in accordance with its Articles of Association, which also set out its objects and powers. Each member of the charitable company undertakes to contribute £1 in the event of the company being wound up. There were 8 members at 31 December 2019, each of whom was also a trustee; they have no beneficial interest in the company. The company number is 4612652 and the charity number is 1096479.

ShelterBox is governed by a board of volunteer trustees. The board is responsible for providing overall policy direction and for overseeing the management of the charity's affairs in accordance with its mission. The board is also responsible for compliance with UK charity and company statutory requirements.

Trustees are appointed, elected or re-elected for a fixed term in accordance with the Articles of Association. New trustees participate in an induction programme, covering all aspects of the role and the organisation, while trustee training and development is provided at quarterly board meetings. Trustees also attend occasional external conferences. The board continually monitors its composition and effectiveness of decision-making. The trustees then delegate the day-to-day running of the organisation to the chief executive and executive team. Designated trustees and managers serve on committees, which meet quarterly and have terms of reference approved by the board. There are currently three committees, the Finance and Fundraising Committee; the Operations Committee; and the Audit, Risk and Compliance Committee. The decisions made by the trustees are predominantly at a strategic level, whilst the committees provide further scrutiny within their respective areas.

A wholly owned subsidiary, ShelterBox Trading Limited, undertakes certain trading activities relating to ShelterBox. ShelterBox Operations Philippines Inc (SBOP) is a non-stock, non-profit company registered in the Philippines. SBOP is deemed a subsidiary by virtue of senior

employees of ShelterBox Trust comprising the majority of the members of the company, and undertakes charitable activity in the Philippines.

Public benefit

As a charity, we have a duty to operate for the public benefit. We do this by undertaking activities designed to meet our charitable objectives of providing shelter and other humanitarian relief for people affected by disaster and other events. This report includes examples which illustrate how our work contributes to our charitable aims and the benefit it brings to communities around the world.

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Volunteers and staff

During 2019, the human resources department continued to develop and implement people strategy, policies and best practice. We supported recruitment, successfully filling 12 new and replacement roles, and continued to contribute to organisational development. We are working towards a, values-based organisational culture, which retains, develops and attracts talented people. Our aim is for ShelterBox to become an employer of choice within the sector.

Without the support of more than 140 voluntary ShelterBox response team members – and hundreds of other volunteers who help with roles including fundraising, administration, speaking events and in our Visitor Centre – ShelterBox would be unable to operate. Due to the scale and variety of work carried out by volunteers, it is not practicable to attach a value to this contribution.

Key management salaries are benchmarked against similar roles in the sector and set within permitted bands in accordance with the ShelterBox pay structure.

Disclosure to auditor

The trustees in office at the date of approval of this Trustees' Annual Report confirm that, so far as they are each aware, there is no relevant audit information of which the charity's auditor is unaware and each trustee has taken all the steps they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.



Response Team Member in Bangladesh holds a focus group to understand how people use the aid items, learn about the recovery process and how this community might prepare for future floods.

## STRATEGIC REPORT

### Statement of responsibilities of the Trustees of ShelterBox Trust 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 are required to prepare the group and parent company 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 group and charitable company and of the group's excess of expenditure over income for that period. In preparing each of the group and charitable company 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 group's and 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 group or 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 its 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 group 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.

**Robin Bayford FCA**  
Hon. Treasurer

## STRATEGIC REPORT

### Reference and administrative details

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#### Trustees

- James Sinclair Taylor (Chair)
- Claire Goudsmit (Vice Chair)
- Margaret Batty (appointed 19 March 2020)
- Robin Bayford FCA (Hon. Treasurer)
- Richard Bland
- William Decker
- Katherine Fick (appointed 10 December 2019)
- Michelle Jeuken
- Shekhar Mehta (resigned 10 December 2019)
- Lydia Poole (resigned 23 September 2019)
- Karl Shuker (appointed 19 March 2020)
- Greg Thacker FCA

#### Executive team

- Chief Executive Officer, Sanj Srikanthan (appointed 16 December 2019)
- Interim Chief Executive Officer, Caroline White (until 2 December 2019)
- Director of Operations, Darren Moss
- Director of Fundraising and Communications, Robyn Cummins
- Director of Finance, Michael Johns
- Head of Human Resources, Kevin Orchard

#### Auditor

KPMG LLP  
Regus  
4th Floor  
Salt Quay House  
6 North East Quay  
Plymouth  
PL4 0HP

#### Registered office and Principal office

Falcon House  
Charles Street  
Truro  
TR1 2PH

**Company number**  
4612652

**Charity number**  
1096479

#### Legal advisers

Stephens Scown LLP  
Osprey House  
Malpas Road  
Truro  
TR1 1UT

Foot Anstey LLP  
Senate Court  
Southernhay Gardens  
Exeter  
EX1 1NT

## FINANCIAL STATEMENTS

### *Independent auditor's report to the members of ShelterBox Trust*

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#### *Opinion*

We have audited the financial statements of Shelterbox Trust ("the charitable company") for the year ended 31 December 2019 which comprise the consolidated statement of financial activities, balance sheets, consolidated 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 group's and the charitable company's affairs as at 31 December 2019 and of the group's 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 group 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*

The trustees have prepared the financial statements on the going concern basis as they do not intend to liquidate the group or the charitable company or to cease their operations, and as they have concluded that the group and charitable company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

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 a year from the date of approval of the financial statements. In our evaluation of the trustees' conclusions, we considered the inherent risks to the group's business model and analysed how those risks might affect the group and charitable company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the group or the charitable company will continue in operation.

#### *Other information*

The trustees 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 strategic report and the CEO Statement for the financial year, is consistent with the financial statements; and
- in our opinion those reports have 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 charitable company 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.

We have nothing to report in these respects.

#### *Trustees' responsibilities*

As explained more fully in their statement set out on page 36, 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 group's and 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 group or 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.

**Ian Brokenshire (Senior Statutory Auditor)  
for and on behalf of KPMG LLP,  
Statutory Auditor**

Chartered Accountants  
Regus, 4th Floor  
Salt Quay House  
6 North East Quay  
Plymouth  
PL4 0HP

3 August 2020



*Aklima and her family in Bangladesh with a shelter kit and tarpaulin. These items will help them to repair their home which was affected by flooding.*

4x6

SHOVEL + HANDLE  
K 1

MEASURING TAPE 3M  
K 1

MULTI HOSE  
(W/SHOULDER HANDLE)  
K 1

HIDE + HANDLE  
K 1

CONVEYER EDGE  
K 1

AND SAW  
K 1

SWEXX9  
K 1

## FINANCIAL STATEMENTS

### Consolidated statement of financial activities for the year ended 31 December 2019

		Unrestricted funds	Restricted funds	Total Funds	Unrestricted funds	Restricted funds	Total Funds
	Note	2019 £000	2019 £000	2019 £000	2018 £000	2018 £000	2018 £000
<b>Income from</b>							
Donations and legacies	2	6,559	5,338	<b>11,897</b>	7,045	4,191	<b>11,236</b>
Charitable activities		386	-	<b>386</b>	535	-	<b>535</b>
Other trading activities		114	-	<b>114</b>	39	-	<b>39</b>
Investments		25	-	<b>25</b>	25	-	<b>25</b>
Other income		132	-	<b>132</b>	21	-	<b>21</b>
<b>Total</b>		<b>7,216</b>	<b>5,338</b>	<b>12,554</b>	<b>7,665</b>	<b>4,191</b>	<b>11,856</b>
<b>Expenditure on</b>							
Raising funds		3,728	86	<b>3,814</b>	4,751	83	<b>4,834</b>
Charitable activities		4,280	4,651	<b>8,931</b>	6,524	4,239	<b>10,763</b>
<b>Total</b>	3	<b>8,008</b>	<b>4,737</b>	<b>12,745</b>	<b>11,275</b>	<b>4,322</b>	<b>15,597</b>
Net movement in funds		(792)	601	<b>(191)</b>	(3,610)	(131)	<b>(3,741)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		7,741	2,874	<b>10,615</b>	11,351	3,005	<b>14,356</b>
<b>Total funds carried forward</b>		<b>6,949</b>	<b>3,475</b>	<b>10,424</b>	<b>7,741</b>	<b>2,874</b>	<b>10,615</b>

The consolidated statement of financial activities includes all gains and losses recognised in the year. All income and expenditure are derived from continuing operations.

The notes on pages 45 to 58 form part of these financial statements.

Company number 4612652

Charity number 1096479

## FINANCIAL STATEMENTS

### Balance sheets as at 31 December 2019

		Group 2019	Group 2018	Charity 2019	Charity 2018
	Note	£000	£000	£000	£000
<b>Fixed assets</b>					
Tangible assets	9	<b>381</b>	375	<b>381</b>	373
Investments	10	-	-	<b>1</b>	1
		<b>381</b>	375	<b>382</b>	374
<b>Current assets</b>					
Stocks	11	<b>3,003</b>	4,358	<b>2,738</b>	4,059
Debtors	12	<b>652</b>	472	<b>632</b>	530
Short term deposits	13	<b>4,234</b>	5,182	<b>4,234</b>	5,182
Cash at bank and in hand	13	<b>3,094</b>	1,709	<b>3,014</b>	1,614
		<b>10,983</b>	11,721	<b>10,618</b>	11,385
Creditors: amounts falling due within one year	14	<b>(940)</b>	(1,481)	<b>(938)</b>	(1,460)
<b>Net current assets</b>		<b>10,043</b>	10,240	<b>9,680</b>	9,925
<b>Net assets</b>		<b>10,424</b>	10,615	<b>10,062</b>	10,299
<b>Charity funds</b>					
Restricted funds	15	<b>3,475</b>	2,874	<b>3,475</b>	2,874
Unrestricted funds - designated	15	<b>1,401</b>	2,723	<b>1,401</b>	2,723
Unrestricted funds - general	15	<b>5,548</b>	5,018	<b>5,186</b>	4,702
<b>Total funds</b>		<b>10,424</b>	10,615	<b>10,062</b>	10,299

The financial statements were approved and authorised for issue by the Trustees on 30 June 2020 and signed on their behalf by:

**Greg Thacker – Trustee**

**Robin Bayford FCA – Hon. Treasurer**

The notes on pages 45 to 58 form part of these financial statements.

## FINANCIAL STATEMENTS

### Consolidated cash flow statement for the year ended 31 December 2019

		2019	2018
	Note	£000	£000
<b>Cash flows from operating activities</b>			
Net cash provided by/outflow from operating activities	17	553	(2,998)
<b>Cash flows from investing activities</b>			
Dividends, interests and rents from investments		25	25
Proceeds from the sale of tangible fixed assets		4	2
Purchase of tangible fixed assets		(145)	(106)
Net cash provided by investing activities		(116)	(79)
Change in cash and cash equivalents in the year		437	(3,077)
Cash and cash equivalents brought forward		6,891	9,968
Cash and cash equivalents carried forward		7,328	6,891

## FINANCIAL STATEMENTS

### Notes to the financial statements for the year ended 31 December 2019

#### 1. ACCOUNTING POLICIES

##### 1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice, Accounting and Reporting by charities preparing their accounts in accordance with the *Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland* (FRS 102) effective 1 January 2019, the Companies Act 2006 and accounting standards.

ShelterBox Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

ShelterBox Trust is incorporated in United Kingdom (Company number 4612652) and is a registered charity in England and Wales (Charity number 1096479). ShelterBox Trust's registered office is Falcon House, Charles Street, Truro, TR1 2PH.

The trustees consider that ShelterBox Trust has the ability to continue its operations for at least twelve months from the date of approval and so these financial statements have been prepared on the going concern basis. In reaching this view the trustees have taken into account the potential effects of the global coronavirus pandemic together with the measures taken by the charity to mitigate them. Whilst the trustees anticipate that the charity's income will be adversely affected by the pandemic, they consider that this will be adequately mitigated by reductions in expenditure and the availability of reserves. The largest expense, disaster response, contains a high proportion of variable costs which can be flexed up or down according to the availability of funds.

These financial statements include the results of the charity together with the results of all of the charity's subsidiaries including those overseas.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

The charity has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements. See note 23 for details of the parent charity results for the year.

##### 1.2 Fund accounting

Unrestricted funds are the funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds which have been set aside by the trustees for particular purposes.

Restricted funds are funds which are to be used for specific purposes laid down by the donor. The costs of raising and administering such funds are charged to the funds.

Investment income and gains are allocated to the appropriate fund.

### 1.3 Income

Income is included in the statement of financial activities when the charity is legally entitled to the income, receipt is virtually certain and the amount can be measured with reasonable certainty. Income is only deferred where the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. The specific policies adopted in relation to the main categories of income are as follows:

- Donations and grants, including from ShelterBox affiliate organisations, are recognised in the period in which they are receivable. Grants with conditions which must be fulfilled before the charity has unconditional entitlement to the grant are recognised only when the charity is certain the conditions can be met. Entitlement to legacies is treated as arising on the earlier of notification by the executors or receipt of the legacy.
- Income for the provision of goods and services as part of charitable activities, and which is receivable based on performance, is recognised as earned and is included within 'Income from charitable activities'.
- Gifts in kind, such as donated transport, are recognised where the benefit is quantifiable and the cost is borne by a third party. An equivalent amount is recognised as expenditure within the statement of financial activities.
- ShelterBox benefits from the support of many volunteers in an operational capacity as well as many other vital roles. In accordance with the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in these financial statements.
- Gift Aid tax claims are recognised as income when the donor's Gift Aid declaration is received.

### 1.4 Expenditure

Expenditure is recognised in the period in which it is incurred. Grants payable are recognised when a binding commitment has been made with a partner organisation. Expenditure includes any attributable VAT which cannot be recovered.

Expenditure on raising funds comprises the cost of seeking voluntary contributions, and it includes the costs of providing donors with information about the charity's work.

Expenditure on charitable activities comprises the resources applied by the charity in undertaking work to meet its charitable objectives, as opposed to the cost of raising the funds to finance these activities.

Expenditure incurred directly on particular activities is allocated to that activity. Support costs, including general management, budgeting and accounting, IT, human resources, premises and other administration costs, are apportioned to activities on a reasonable basis as explained in the notes to the financial statements.

### 1.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. All expenditure of a capital nature exceeding £500 is capitalised. Depreciation is provided at rates calculated to write down the cost of each asset on a straight-line basis to its estimated residual value over its expected useful life. The depreciation rates used are as follows:

Fixtures, fittings and equipment	20%
----------------------------------	-----

### 1.6 Stock of disaster relief materials

Stocks are valued at the lower of cost and recoverable value. Cost is determined on a first in first out basis and includes all normal costs incurred in bringing the stock to its present location and condition. Recoverable value is the higher of value in use and net realisable value. Value in use is determined as the replacement cost of items of equivalent service potential. Provision is made where necessary for obsolete, slow moving and defective stock.

Stocks are removed from the balance sheet and charged to the statement of financial activities when distributed to beneficiaries.

### 1.7 Foreign currencies

Transactions denominated in foreign currencies are translated at the rate of exchange ruling at the date of the transaction or at a contract rate. Foreign currency balances are translated at the rate of exchange ruling at the balance sheet date and the resultant exchange rate differences are included in the statement of financial activities. Foreign currency forward contracts are initially recognised at fair value with changes recognised in the statement of financial activities.

### 1.8 Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight line basis over the lease term.

### 1.9 Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the statement of financial activities as they become payable in accordance with the rules of the scheme.

## 2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	Total Funds
	2019	2019	2019
	£000	£000	£000
UK donations, legacies and grants	5,327	752	6,079
Gift Aid	528	-	528
Donations and grants from ShelterBox affiliate organisations	704	4,586	5,290
<b>Total</b>	<b>6,559</b>	<b>5,338</b>	<b>11,897</b>

	Unrestricted funds	Restricted funds	Total Funds
	2018	2018	2018
	£000	£000	£000
UK donations, legacies and grants	5,783	427	6,210
Gift Aid	560	-	560
Donations and grants from ShelterBox affiliate organisations	702	3,764	4,466
<b>Total</b>	<b>7,045</b>	<b>4,191</b>	<b>11,236</b>

## 3. EXPENDITURE

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2019
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,771	958	4,611	1,591	8,931
Expenditure on raising funds	1,251	271	1,410	882	3,814
Support costs	1,130	-	1,320	(2,450)	-
Governance	-	-	23	(23)	-
<b>Total</b>	<b>4,152</b>	<b>1,229</b>	<b>7,364</b>	<b>-</b>	<b>12,745</b>

Support costs which cannot be directly allocated to activities are apportioned on the basis of estimated usage by those activities

	Staff costs	Grants	Other attributable costs	Allocation of support costs	Total 2018
	£000	£000	£000	£000	£000
Expenditure on charitable activities	1,706	1,139	6,525	1,393	10,763
Expenditure on raising funds	1,196	565	2,323	750	4,834
Support costs	988	-	1,138	(2,126)	-
Governance	-	-	17	(17)	-
<b>Total</b>	<b>3,890</b>	<b>1,704</b>	<b>10,003</b>	<b>-</b>	<b>15,597</b>

## 4. GRANTS PAYABLE

Grants are payable to partners in furtherance of the objectives of ShelterBox Trust.

		2019	2018
		£000	£000
Institution	Project		
Hand in Hand for Aid and Development	Syria crisis	-	33
ICAHD	Lake Chad Basin crisis	-	151
IOM	Ethiopia	11	-
Bahar Relief Organisation	Syria crisis	140	116
Plan International	Lake Chad Basin crisis	-	39
ACTED	Mosul crisis	2	187
IEDA	Lake Chad Basin crisis	262	217
ACTED	Syria crisis	1	-
ActionAid	Somaliland drought	27	29
ReliefAid	Syria crisis	-	5
BDRCS	Bangladesh flooding	29	-
ACTED	Lake Chad Basin crisis	486	362
ShelterBox USA	Affiliate network	265	496
Other ShelterBox affiliate organisations	Affiliate network	6	69
<b>Total</b>		<b>1,229</b>	<b>1,704</b>

## 5. NET RESOURCES EXPENDED

This is stated after charging/(crediting):

	2019	2018
	£000	£000
Depreciation of tangible fixed assets	137	117
Auditors' remuneration - audit	23	20
Operating lease rentals	328	250
Gain on disposal of fixed assets	(2)	(2)
Exchange rate (gain)/loss	48	(27)

## 6. TRANSACTIONS WITH TRUSTEES

Members of the board of trustees (who are also directors of the company) received no remuneration (2018: £Nil) for their services as trustees.

Three trustees received reimbursement of expenses for travel and subsistence amounting to £6,338 in the year (2018: two trustees £1,820).

Trustees' indemnity insurance was purchased at a cost of £638 (2018: £1,580).

## 7. STAFF COSTS

Staff costs were as follows:

	2019	2018
	£000	£000
Wages and salaries	3,618	3,401
Social security costs	325	304
Pension costs	145	126
Life assurance	7	1
Agency and seconded staff	22	28
Termination costs	35	30
	4,152	3,890

The average number of persons employed by the company during the year was as follows:

	2019	2018
	No.	No.
	126	120

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2019	2018
	No.	No.
In the band £60,001 - £70,000	1	1
In the band £140,001 - £150,000	-	1

Payments of £1,606 (2018: £2,467) were made to the charity's defined contribution pension scheme for one employee (2018: one) whose annual emoluments exceeded £60,000.

Key management personnel are deemed to be the charity's executive team, consisting of 6 (2018: 6) individuals as detailed in the admin and reference pages. The services of the interim chief executive were engaged through her consultancy company. Including amounts paid to that company, the charity's executive team received total emoluments in the year of £435,066 (2018: £378,766).

Termination costs were paid in full in the year and there were no outstanding or accrued amounts at the end of the year.

## 8. TAXATION

ShelterBox Trust is a registered charity, which applies its income for charitable purposes. As such, no provision is considered necessary for taxation.

## 9. TANGIBLE FIXED ASSETS

	Fixtures and fittings Group 2019	Fixtures and fittings Group 2018	Fixtures and fittings Charity 2019	Fixtures and fittings Charity 2018
	£000	£000	£000	£000
<b>Cost</b>				
At 1 January	1,119	1,013	1,108	1,002
Additions	145	106	145	106
Disposals	(114)	-	(114)	-
<b>At 31 December</b>	<b>1,150</b>	<b>1,119</b>	<b>1,139</b>	<b>1,108</b>
<b>Depreciation</b>				
At 1 January	744	627	735	622
Charge for the year	137	117	135	113
Disposals	(112)	-	(112)	-
<b>At 31 December</b>	<b>769</b>	<b>744</b>	<b>758</b>	<b>735</b>
<b>Net book value</b>				
At 31 December	381	375	381	373
At 1 January	375	386	373	380

## 10. FIXED ASSET INVESTMENTS

	Investments in subsidiary companies
	£000
<b>Cost and Net book value</b>	
At 1 January 2019 and 31 December 2019	1

The investment relates to ShelterBox Trading Limited which is a wholly owned subsidiary (1,000 ordinary shares of £1 each) that undertakes various trading and fundraising activities.

## 11. STOCKS

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£000	£000	£000	£000
Held in the UK	37	261	33	258
Pre-positioned outside the UK	2,757	3,665	2,496	3,369
Aid in transit	209	432	209	432
	3,003	4,358	2,738	4,059

Stock of disaster relief materials is net of provisions of £332,055 (2018: £344,445). Amounts included in expenditure in the year can be seen in note 3

## 12. DEBTORS

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£000	£000	£000	£000
<b>DUE WITHIN ONE YEAR</b>				
Trade debtors	7	-	1	-
Amounts due from ShelterBox Trading Limited	-	-	16	73
Other debtors	1	1	1	1
Prepayments and accrued income	397	417	385	403
VAT and Gift Aid	246	53	229	53
Deferred taxation	1	1	-	-
	652	472	632	530

## 13. DEPOSITS AND BANK/CASH BALANCES

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£000	£000	£000	£000
Short term deposits	4,234	5,182	4,234	5,182
<b>Bank current accounts and cash</b>				
Sterling bank accounts	1,588	180	1,567	106
Foreign currency bank accounts	1,455	1,481	1,396	1,460
Cash	51	48	51	48
	3,094	1,709	3,014	1,614

## 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£000	£000	£000	£000
Trade creditors	137	442	132	430
Corporation tax	-	1	-	-
Other taxation and social security	114	117	114	115
Accruals and deferred income	689	921	692	915
	940	1,481	938	1,460

## 15. STATEMENT OF FUNDS

CURRENT YEAR (a) Unrestricted funds	Balance at 1 January 2019	Income	Expenditure	Transfers in/out	Balance at 31 December 2019
	£000	£000	£000	£000	£000
<b>Designated funds</b>					
Stock	2,723	-	-	(1,322)	1,401
<b>General funds</b>					
General funds	5,018	7,216	(8,008)	1,322	5,548
<b>Total unrestricted funds</b>	7,741	7,216	(8,008)	-	6,949

The Stock fund represents unrestricted 'paid stock', i.e. the book value of the charity's disaster relief stocks less associated trade creditors, excluding amounts held in other funds.

## 15. STATEMENT OF FUNDS (continued)

CURRENT YEAR (b) Restricted funds	Balance at 1 January 2019	Income	Expenditure	Transfers in/out	Balance at 31 December 2019
	£000	£000	£000	£000	£000
<b>Restricted funds</b>					
Emergency supply	1,336	1	-	-	1,337
ShelterBox Disaster fund	-	63	(63)	-	-
JTI Foundation	-	113	(113)	-	-
ADC	5	159	(70)	-	94
Affiliates fund	1,115	1,674	(1,257)	-	1,532
Other disasters	100	77	(145)	-	32
Syria and Iraq	-	253	(251)	-	2
SB Germany fund	285	347	(352)	-	280
Lake Chad Basin	33	1,477	(1,359)	-	151
Somaliland	-	49	(49)	-	-
Cyclone Idai	-	583	(536)	-	47
Paraguay Flooding	-	286	(286)	-	-
Gifts in Kind	-	256	(256)	-	-
	2,874	5,338	(4,737)	-	3,475
<b>Total of funds</b>	<b>10,615</b>	<b>12,554</b>	<b>(12,745)</b>	<b>-</b>	<b>10,424</b>

The Emergency Supply fund is restricted to the holding of stock and its purpose is to allow the charity to hold sufficient stock levels.

The ShelterBox Disaster fund is a multi purpose fund, the use of which is restricted to stock holding, research and development, training and infrastructure development.

The JTI Foundation fund is for a variety of specified purposes including the provision of aid and operational capacity building.

The ADC fund is restricted to use for disasters in a number of specified developing countries.

The Affiliates fund comprises income received from ShelterBox affiliated organisations the use of which is restricted to disaster response.

'Other disasters' are funds restricted for the purpose of responding to specific disasters.

The Syria and Iraq fund are funds restricted to responding to the Syria and Iraq crises.

The SB Germany fund comprises income received from ShelterBox Germany and is restricted to disaster response.

The Lake Chad Basin fund relates to responding to the Lake Chad Basin crisis.

The Somaliland fund is restricted to use for the charity's response to the drought in Somaliland.

The Cyclone Idai fund is restricted to use for the charity's response to Cyclone Idai. Any surplus from the appeal may be used for general purposes.

The Paraguay flooding fund is restricted to use for the charity's response to flooding in Paraguay.

The Gifts in Kind fund comprise goods and services provided to the charity for use in carrying out its charitable activities.

## 15. STATEMENT OF FUNDS (continued)

PRIOR YEAR (a) Unrestricted funds	Balance at 1 January 2018	Income	Expenditure	Transfers in/out	Balance at 31 December 2018
	£000	£000	£000	£000	£000
<b>Designated funds</b>					
Stock	3,172	-	-	(449)	2,723
Strategic	3,084	-	(3,084)	-	-
	6,256	-	(3,084)	(449)	2,723
<b>General funds</b>					
General funds	5,095	7,665	(8,191)	449	5,018
<b>Total unrestricted funds</b>	<b>11,351</b>	<b>7,665</b>	<b>(11,275)</b>	<b>-</b>	<b>7,741</b>

PRIOR YEAR (b) Restricted funds	Balance at 1 January 2018	Income	Expenditure	Transfers in/out	Balance at 31 December 2018
	£000	£000	£000	£000	£000
<b>Restricted funds</b>					
Emergency supply	1,335	1	-	-	1,336
ShelterBox Disaster fund	97	55	(152)	-	-
JTI Foundation	107	1	(108)	-	-
ADC	56	89	(140)	-	5
Affiliates fund	555	1,956	(1,396)	-	1,115
Other disasters	27	155	(82)	-	100
Syria and Iraq	66	544	(610)	-	-
SB Germany fund	230	410	(355)	-	285
Caribbean Hurricanes	421	10	(431)	-	-
Hurricane Harvey	111	55	(166)	-	-
Indonesia Responses	-	240	(240)	-	-
Lake Chad Basin	-	330	(297)	-	33
Somaliland	-	345	(345)	-	-
	3,005	4,191	(4,322)	-	2,874
<b>Total of funds</b>	<b>14,356</b>	<b>11,856</b>	<b>(15,597)</b>	<b>-</b>	<b>10,615</b>

## 16. ANALYSIS OF NET ASSETS BETWEEN FUNDS

### CURRENT YEAR

	Unrestricted funds 2019	Restricted funds 2019	Total Funds
	£000	£000	£000
Tangible fixed assets	381	-	381
Net current assets	6,568	3,475	10,043
	6,949	3,475	10,424

### PRIOR YEAR

	Unrestricted funds 2018	Restricted funds 2018	Total Funds
	£000	£000	£000
Tangible fixed assets	375	-	375
Net current assets	7,366	2,874	10,240
	7,741	2,874	10,615

## 17. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2019	2018
	£000	£000
Net movement in funds (as per Statement of financial activities)	(191)	(3,741)
<b>Adjustment for:</b>		
Depreciation charges	137	117
Dividends, interests and rents from investments	(25)	(25)
Profit on the sale of fixed assets	(2)	(2)
Decrease in stocks	1,355	153
Increase/Decrease in debtors	(180)	251
Decrease/Increase in creditors	(541)	249
<b>Net cash provided by/outflow from operating activities</b>	<b>553</b>	<b>(2,998)</b>

## 18. ANALYSIS OF NET DEBT

	At 1 January 2019	Cash flows	At 31 December 2019
	£000	£000	£000
Deposits and cash at bank and in hand	6,891	437	7,328
	6,891	437	7,328

## 19. PENSION COMMITMENTS

The Group operates a defined contribution pension scheme. Contributions payable for the year were £145,000 (2018: £126,000). Outstanding contributions at the end of the year were £12,251 (2018: £11,440).

## 20. OPERATING LEASE COMMITMENTS

At 31 December 2019 the Group and the Charity had commitments to make future minimum lease payments under non cancellable operating leases as follows:

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£000	£000	£000	£000
Not later than 1 year	322	151	322	151
Later than 1 year and not later than 5 years	219	178	219	178
	541	329	541	329

## 21. OTHER FINANCIAL COMMITMENTS

The amount of materials purchase orders contracted for at 31 December 2019 but not recognised in these financial statements was;

	2019	2018
	£000	£000
Materials purchases contracted for	402	203

## 22. RELATED PARTY TRANSACTIONS

The Charity has two subsidiaries. As these subsidiaries are wholly controlled by ShelterBox Trust, the Charity has taken advantage of the exemption contained in FRS 102 Section 33.1A not to disclose transactions or balances with entities which form part of a group.

There have been no transactions with other related parties.

## 23. PARENT CHARITY

In line with the SORP the parent charity has not published its own SOFA and the related notes. Details of the Charity's own income and results are as follows:

	2019	2018
	£000	£000
Total income	12,469	11,814
Expenditure on raising funds	(3,734)	(4,813)
Expenditure on charitable activities	(8,972)	(11,044)
Net deficit for the year	(237)	(4,043)

## 24. EVENTS AFTER THE BALANCE SHEET DATE

In March 2020 the World Health Organisation declared an international outbreak of coronavirus disease, first identified in December 2019, to be a pandemic. The pandemic has resulted in restrictions on the movement of people and other changes in their daily lives and there has been a significant adverse affect on the world economy. It is anticipated that the global economic effect of the pandemic will cause the charity's 2020 income to be lower than previously expected but due to the inherently uncertain situation the full financial effect of this cannot be accurately estimated.

## 25. AREAS OF KEY ACCOUNTING JUDGEMENTS AND ESTIMATE

Included within Stock is a provision for obsolete stock and within Prepayments and Accrued Income is accrued income in respect of residuary legacies. Both are estimated based on normal operating activities and are not deemed to be material and are therefore not considered significant.



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**President**  
Her Royal Highness  
The Duchess of Cornwall



ShelterBox and Rotary International are Project Partners in disaster relief.  
ShelterBox is a registered charity independent of Rotary International and The Rotary Foundation.