



Transformational  
Enterprise  
Network

**Transformational Enterprise Network**  
**Report and Financial Statements**  
**Year Ended: 31 December 2022**  
**Charity No: 1194973**

## Reference and administrative information

### Trustees

J Marshall, Chair of Trustees

D J MacAlister, Secretary

I Pounce (appointed 2021)

K Pearson (appointed 2021)

I Banda (appointed 2022)

### Executive Director

J. Marshall (pro bono)

### Registered Office

Bankside, Sandy Lane, Weaverham, NORTHWICH, Cheshire, CW8 3PX.

**Charity Number: 1194973**

### Bankers

National Westminster Bank Plc

### Report of the trustees for the year ending 31 December 2022

The trustees present their annual report and financial statements for the period ending 31 December 2022. The charity was established in November 2020 and was registered as a Charitable Incorporated Organisation (CIO) on 28 June 2021.

### Structure, governance and management

Transformational Enterprise Network (TEN) is a registered charity, number 1194973. It is governed by a CIO “Foundation Model” constitution dated 9 November 2020.

Executive Director Jerry Marshall works on a pro bono basis. He is an entrepreneur who has founded or co-founded a wide range of businesses and social enterprises, including Transcend, an impact business in Bethlehem, aiming to provide jobs and skills and model integrity and gender equality; and CITEE, which helped long term unemployed people in Coventry build self-esteem and find work. A Cambridge economics graduate and marketing professional, he was CEO of the Arthur Rank Centre 2012-2018, where he developed a business start-up programme which became a Cinnamon Recognised project.

New trustees are appointed by existing trustees and serve for three years after which they may put themselves forward for re-appointment. The constitution provides for the minimum of 3 trustees to a maximum of 12 trustees.

The Board has agreed financial authorities and a grant making policy.

Trustees give their time freely and no trustee remuneration was paid in the last year.

Our Patron, [Lord Michael Hastings](#), was appointed in 2021.

## **Risk Management**

Risk management reviews are considered by the trustees annually. However, with no direct field operations, no paid staff, and a regular income with no commitments and low regular outgoings, we consider our risk exposure to be limited.

## **Objectives and activities for the public benefit**

The objects of the CIO are:

“The prevention or relief of poverty, for the public benefit, anywhere in the world, by the provision of training and support on the creation or development of businesses and other enterprises to individuals or organisations and charities working to prevent or relieve poverty, as a practical expression of the Christian faith.”

Our prime purpose is to develop enterprise-based solutions to poverty, an approach that is: sustainable (not long term dependent on donations); builds dignity and self-esteem; and avoids creating a dependency culture.

This is achieved by growing a community of members who share a common Christian faith, have a desire to alleviate poverty, are willing to volunteer their business skills and experience for TEN on a pro bono basis, and are accountable to each other through small groups.

There are two types of project that we support for the public benefit:

1. Those identified by TEN where we invite members to engage as mentors, advisors, trainers, donors, etc. and where we may provide grants to facilitate financially self-sustaining initiatives.
2. Enterprise-based poverty alleviation projects set up by members, where TEN helps provide accountability, prayer support and specialist advice from other members.

A particular asset is TEN's *Mind Your Own Business* (MYOB) business start-up workbook and templates, which is freely available online to the public and charities.

The trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing and planning our activities outlined below and in setting our grant making policy.

## **Activities in 2022**

TEN has had a remarkable first year. We have 205 subscribers including 36 individual and organisational members and others donating by direct debit to TEN.

Members benefit from a website [www.tencommunity.net](http://www.tencommunity.net) including directories; monthly eNews and Zoom gatherings; an accountability group; LinkedIn page and a 24-hour retreat with 20 members at Launde Abbey (costs covered by participants).

Field activities included the following.

- Delivering a business start up to two groups totalling 50 people near Soroti, Uganda, for aspiring entrepreneurs and potential trainers; and reviewing businesses started as a result of a similar course in 2021. The course was also run by a TEN member in South Africa.
- In the light of the experience above, developing an “Africa Edition” of the *Mind Your Own Business* material, making this freely available on our website.

- Supporting a non-profit vocational training organisation, Transformational Advocacy Network Uganda (TANU) in Uganda, through mentoring and grants to pay for a knitting machine; solar power, batteries and computers; a women's hostel to enable female students from further afield to attend; transport costs for new tools; and seven student bursaries. We also enabled them to become a Dorcas Dress Project Hub.
- Supporting a second non-profit vocational training organisation in Uganda, Nyero Alternative Technology Training Centre (NATTC), providing mentoring and a grant towards developing "African Experience" guesthouses near the ancient Nyero rock paintings.
- Supporting the development of a demonstration fish farm development to be used for training and potentially develop a fish farming franchise across East Africa.
- Provided advice / networking for a number of projects including an agricultural project in Malawi; refugee-based businesses in Coventry and Liverpool; and a proposed new community in Georgia to be supported through enterprise.

## **Plans for the Future**

We aim to be a serious, professional organisation able to "punch above our weight", respond quickly to opportunities and offer a loving community for members.

Our priorities are as follows.

### *1 Build long term sustainability*

For TEN to outlive the current team, we need to be in a position to hire an administrator and cover expenses. We aim to increase income to around £100k, with at least a third from membership and other regular donations. This will require around 200 paying members or regular donors (and a further 200 subscribers). We expect the balance of funding would come from grant making trusts, events, sponsorship and legacies.

### *2 Increase impact*

- Continue to develop partnerships with charities engaged in similar areas to share resources and maximise impact.
- Continue to develop new versions of "Mind Your Own Business" for different markets.
- Increase our encouragement and support for members with their own poverty-alleviation enterprise projects and their involvement in TEN-led projects.
- Measure and record impact as activities develop.

### *3 Grow community*

- Create further Zoom small accountability groups.
- If and when appropriate, create new interest-based small groups.
- Continue to hold annual retreats.

We believe there is a sense of God's presence and blessing and wish to thank everyone who has been part of this journey together.

**The Transformational Enterprise Network**  
**Statement of Financial Activities**  
**For the year ending 31 December 2022**

	<b>Note</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total Funds 2022 £</b>	<b>Total Funds 2021 £</b>
<b>Incoming resources</b>	1c				
Membership donations		5,912		5,912	4,996
Other donations		130	14,541	14,671	6,850
Gift Aid	2	734	2,250	2,984	1,019
Event Income		2,550		2,550	2,275
<b>Total incoming resources</b>		<b>9,326</b>	<b>16,791</b>	<b>26,117</b>	15,140
<b>Resources expended</b>	1d				
<i>Costs of raising funds</i>					
Donation payment fees		232		232	233
Marketing and fundraising		198	4,500	4,698	394
<i>Direct costs</i>					
Grants	3	3,672	8,255	11,927	9,093
Web hosting		899		899	921
Event costs		3,192		3,192	2,419
Materials & expenses		168		168	0
<i>Support &amp; governance costs</i>					
Computing & Comms		351		351	161
<b>Total resources expended</b>		<b>8,710</b>	<b>12,755</b>	<b>21,465</b>	13,221
<b>Funds carried forward</b>		<b>616</b>	<b>4,036</b>	<b>4,651</b>	1,919
Transfers between funds		0	0		
Fund balances b/f		1,815	104	1,919	
Fund balances c/f		2,431	4,140	6,570	

**The Transformational Enterprise Network**  
**Balance Sheet as at 31 December 2022**

	<b>Note</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total Funds 2022 £</b>	<b>Total Funds 2021 £</b>
<b>Fixed assets</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Current Assets</b>					
Bank account		2,275	4,140	6,414	284
Prepayment		0	0	0	800
Accruals		156		156	835
<b>Net current assets</b>		<b>2,431</b>	<b>4,140</b>	<b>6,570</b>	<b>1,019</b>
<b>Total assets</b>		<b>2,431</b>	<b>4,140</b>	<b>6,570</b>	<b>1,919</b>
<i>Represented by:</i>					
Restricted funds & provisions				4,140	854
Unrestricted funds				2,431	1,065
				6,570	1,919

**Notes to the accounts**

**1. Accounting policies**

**(a) Basis of preparation**

The financial statements are prepared under the historic cost convention in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2015) and applicable UK Accounting Standards (FRS102) and the Charities Act 2011. The CIO was entitled to exemption from audit under section 144 of the Charities Act. The charity constitutes a public benefit entity as defined by FRS 102.

**(b) Funds**

Unrestricted funds are funds which are available for use at the discretion of the trustees in furtherance of the objectives of the charity. Restricted funds are funds to be used in accordance with the specific instructions of the donor.

**(c) Incoming resources**

All incoming resources are recognised once the charity has entitlement to the resources, it is certain the resources will be received and the monetary value can be measured with sufficient reliability. There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102. The value of unpaid donated services has not been included.

**(d) Resources expended**

Liabilities are recognised as expended as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted on an accruals basis under headings that aggregate all costs in that category. Expenditure includes attributable VAT which cannot be recovered. Grants are payments made to third parties in furtherance of the objectives of the charity. Trustees received no emoluments or expenses.

## 2. Gift Aid

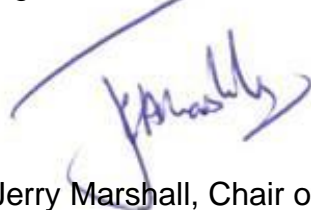
Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

## 3. Analysis of grants made 2022

Partner	Purpose	Unrestricted	Restricted	Total
<b>Tanu</b>				
	Bursaries	372		372
	Transport for tools from TWAM	300	54	354
	Computers, solar panels, inverter	3,000	461	3,461
	Knitting machine		353	353
	Building a women's hostel		4,400	4,400
<b>Nyero</b>				
	Guest house development		1,108	1,108
	Misc. expenses		50	50
<b>MacFarlane</b>				
	Building demonstration fish farm		400	400
<b>Kadinya School/Church</b>				
	Building roof		1,429	1,429
		<b>3,672</b>	<b>8,255</b>	<b>11,927</b>

Financial statements were examined and found correct by Independent Examiner John Freeman, 13 January 2023.

Report and Financial Statements approved by Trustees on 25 January 2023 and signed on their behalf by



Jerry Marshall, Chair of Trustees