

# Annual Report and Financial Statements

The Guide Association London & South East England  
Known as  
Girlguiding London & South East England

For the year ended 31 December 2014



# TABLE OF CONTENTS

Content	Page
Report of the Board of Trustees	2
Statement of the Board of Trustees Responsibilities	21
Independent Auditor's Report	22
Statement of Financial Activities	24
Balance Sheet	25
Notes to the Financial Statements	26 - 37





# REPORT OF THE BOARD OF TRUSTEES

The Board of Trustees of The Guide Association London & South East England is pleased to present its Report for 2014.

## Statement of Purpose

Girlguiding London & South East England (LaSER) offers girls and young women quality girl-led guiding opportunities presenting challenge and adventure, which develop their potential and enable them to make a positive contribution to their community and beyond.

## Governing Document and Constitution

The Guide Association London & South East England (“The Region”) is governed by Royal Charter and the powers of the Executive Committee are set out in the Constitution, Bye-Laws to the Royal Charter.

Its main offices are at 3 Jaggard Way, Wandsworth Common, London SW12 8SG.

## Organisation Structure

The Region is one of nine separately constituted areas of The Guide Association and as such an independent charity in its own right (charity registration no. 308268). The reports and results contained herein relate only to the operation of the Region and no other entity. The Region covers Kent; Sussex; Surrey; and the whole of Greater London, except the London Borough of Havering.

For the period 1 January 2014 to the 19 July 2014, the Region Executive Committee was the decision making group for policy and management decisions. Three main committees reported to the Executive Committee: Guiding Development, Marketing and Communications and Finance and General Purposes.

The Executive Committee met twice prior to 19 July 2014 and was replaced by a new Board of Trustees on 20 July 2014. At which point the Executive Committee was abolished and the new governance structure took effect. The new Board of Trustees met three times during 2014.

The Region also included three campsites: Chigwell Row, Cudham Shaws and Paxmead Riverside Base. These are branches of the Region, they operate their own site management, and have their own ‘Friends Group’ and their results are included in the consolidated statements. From 1 July 2014, Cudham Shaws became an integrated part of the Region’s operations. The lease on Paxmead Riverside Base was relinquished on 31 December 2014. Girlguiding LaSER ceased to be responsible for operating this site from this date.

## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### The Executive Committee to 19 July 2014

The members of the Executive Committee for the period to 19 July 2014 were:

#### Ex Officio voting members:

Chief Commissioner	Mrs P McKerrow
Deputy Chief Commissioner	Mrs C Hardy
Chair of Finance/Treasurer	Mrs T Miller
Chair of Guiding Development	Mrs A Purser
Chair of Marketing and Communications	Mrs K Whitmore
County Commissioner - Croydon	Mrs S Thomas
County Commissioner - Greater London Kent	Miss A Munns
County Commissioner - Greater London West	Mrs R Townsend
County Commissioner - Kent East	Mrs J Hermitage
County Commissioner - Kent Weald	Miss S Christmas
County Commissioner - Kent West	Miss L Derham
County Commissioner - London North East	Mrs J Goss
County Commissioner - London North West	Ms M Caven
County Commissioner - London-Over-The-Border	Mrs J Pettit to 12 January 2014 Mrs Angela Walter from 13 January 2014
County Commissioner - London South East (job share)	Mrs J Arkwright/Mrs P Mason
County Commissioner - London South West	Mrs T Shand
County Commissioner - Middlesex East	Ms J Martyr
County Commissioner - Middlesex North West	Mrs C Stone
County Commissioner - Middlesex South West	Mrs D Griffiths
County Commissioner - Surrey East	Miss E Edwards
County Commissioner - Surrey West	Mrs A Sargent
County Commissioner - Sussex Central	Mrs D Phillips



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

County Commissioner - Sussex East (job share)

Mrs S Buche/Miss A Edgar

County Commissioner - Sussex West

Mrs A Gray

### Non-voting members:

Chair of Trefoil Guild      Mrs P Downer to 3 October 2014

Mrs S Little from 4 October 2014

Region Manager              Mrs P Higgs to July 2014

### Sub-Committees

Guiding Development              Mrs A Purser

Marketing and Communications      Mrs K Whitmore

Finance and General Purposes      Mrs T Miller

Properties and Campsites              Mrs C Hardy

### Members of the Board of Trustees from 20 July 2014

On the 17 November 2013 the Executive approved a new structure for the governance of Girlguiding LaSER. This came into force from 20 July 2014. A Trustee Board was established with three groups - a Steering Group comprising the County Commissioners, Chair of Trefoil Guild, Chief Commissioner and Deputy Chief Commissioner plus the Chief Executive; an Operations Group consisting of the Chairs of the key functions, Chief Commissioner and Deputy Chief Commissioner plus the Chief Executive, and a Risk Group chaired by the Trustee Treasurer.

The new Trustee Board currently consists of 9 Trustees. The Chief Commissioner, Deputy Chief Commissioner (if appointed) and Trustee Treasurer serve for the duration of their appointment. A representative from the Operations Group, appointed by the Chief Commissioner, serves for a two year period. Trustees from within the membership and external Trustees serve for three years with an option to be extended for a further two years. The Chair is appointed by the Chief Commissioner.

The membership comprises:

- Chief Commissioner
- Deputy Chief Commissioner (if appointed)
- Trustee Treasurer
- One representative from the Operations Group
- 2 County Commissioners representing the Steering Group
- 2 External Appointments

## REPORT OF THE BOARD OF TRUSTEES (cont'd)

- 3 places from Girlguiding LaSER membership who bring the skills required of the Trustee role at least one of these from the 18 to 30 age group
- Chief Executive (non-voting)

The external appointments are to be used to ensure that there is an appropriate range of skills within the Trustee Board to deliver its purpose.

From 20 July 2014 new governance arrangements were introduced and a new Board of Trustees was appointed.

### The members of the Trustee Board

Mary Caven	Ex Officio - Steering Group Representative
Sally Christmas	Ex Officio - Steering Group Representative
Carole Hardy	Ex Officio - Deputy Chief Commissioner (Chair)
Pip McKerrow	Ex Officio - Chief Commissioner
Tracey Miller	Ex Officio - Trustee Treasurer
Angela Purser	Ex Officio - Operations Group Representative
Fiona Jackson	Appointed
Lisa Mitchell	Appointed
Jennifer Sibley	Appointed
Vacant to 25 January 2015 Steve Scotland from 26 January 2015	Chief Executive

### The Senior Leadership Team (to 19/7/14), Operations Group and Sub-Committees (from 20/7/14)

The Senior Leadership Team was reconstituted as the Operations Group.

Chief Commissioner	Pip McKerrow (until 11 July 2016)
Deputy Chief Commissioner Properties and Campsites (from 20 July 2014)	Carole Hardy (until 11 July 2016)
Trustee Treasurer Chair of Finance (until 19 July 2014) Chair of Risk Group (from 20 July 2014)	Tracey Miller (until 31 August 2016)
Chair of Guiding Development	Angela Purser (until 27 October 2016)
Chair of Marketing and Communications	Kim Whitmore (until 6 October 2015)



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Appointment, induction and training of Trustees

The members of the Executive Committee, for the period 1 January 2014 to 19 July 2014, were appointed ex officio by the Chief Commissioner in accordance with the bye-laws and procedures established by the Association. From 20 July 2014, under the new governance arrangements, six Trustees were appointed ex officio by the Chief Commissioner. A further three were appointed from the Girlguiding LaSER membership following a competitive interview and selection process.

### Trustee Term of appointment

The standard term of appointment for the Chief Commissioner is five years. The County Commissioners are appointed for five years, and would have served as Trustees for the full term of their office in the governance structure that existed prior to 19 July 2014. Under the new arrangements Trustees are appointed for three years with an option to extend their term for a further two years. As under the old governance framework (i.e. pre 20 July 2014) the Trustee Treasurer and Chairs of Guiding Development, Risk, and Marketing and Communications are appointed for three years, in the first instance, with an option to extend their term for a further two years.

The Deputy Chief Commissioner's term of office does not extend beyond the finishing date of the Chief Commissioner's.



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Professional Advisers and Consultants

The professional advisers and consultants during 2014 have been as follows:

#### Bankers

National Westminster Bank, Wandsworth Branch, PO Box 8888,  
98 Wandsworth High Street, SW18 4ZD

#### Auditors

BDO, 55 Baker Street, London, W1U 7EU

#### Legal Consultants

##### Girlguiding

Bates Wells Braithwaite, Scandinavian House, 2-6 Canon Street, London EC4M 6YH

##### Girlguiding London & South East England

Gullands Solicitors, 16 Mill Street, Maidstone, Kent ME15 6XT





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Report of the Trustees of London & South East England 2014

#### Introduction

Girlguiding is the leading charity for girls and young women in the UK. We build girls' confidence and raise their aspirations. We give them the chance to discover their potential and encourage them to be a powerful force for good. We give them a space to have fun.

Over a third of girls and young women (aged 7 to 21 years) in London and the South East of England are involved in guiding, or have been in the past. Guiding is broken down into four sections: Rainbows (5-7 years), Brownies (7-10 years), Guides (10-14 years) and The Senior Section (14-25 years) enabling girls and young women to develop their potential whatever their ability or background. We continue to strive to offer new opportunities to a broad diversity of communities through our expanding network of 14,451 trained volunteer Leaders.

In 2014, we have increased our total membership to 81,266 offering more girls and young women the opportunity to explore the challenges, adventure and fun of guiding. Our Region events have provided spectacular experiences for our members to discover and grow as individuals.

Our dedicated and enthusiastic volunteer Leaders are supported through ongoing local and Region trainings run by a specialist team of volunteer Trainers and Advisers. The energy, knowledge and skills of our volunteers form the life blood of our organisation; without the time, care and understanding that they give to our young members we could not offer the exciting and stimulating programme that we do. The Trustees would like to take this opportunity to thank each and every volunteer in Girlguiding London & South East England for all that they give to enable our girls and young women to discover and grow.

Our Trustees are delighted to present this report of progress against the six strands of our Strategic Plan: Opportunity, Influence, Voice, Action, Organisation, and Support.



Pip McKerrow  
Chief Commissioner



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Opportunity

By 2015 we will have increased our membership by inspiring and supporting adult volunteers, girls and young women to grow quality guiding at a local level to offer more opportunities to girls.

Girlguiding LaSER grew by 1% in 2014; with the most notable increase of 6% in Rainbows.

In 2014 Girlguiding LaSER, along with each Country and Region in Girlguiding, were provided with a Growing Guiding Grant to develop and implement an effective system to ensure that new and prospective member enquiries were managed efficiently and effectively. We recruited a full time member of staff, the *Join Us Coordinator*, in July to manage this project with some additional part time administrative support for one year.

A range of initiatives were implemented to assist Counties with training; internet access; and recruitment of volunteers. They proved to be successful with a reduction of 60% of adults and girls on the Join Us waiting lists.

In February Girlguiding LaSER held a Growing Guiding weekend in order to support and inspire our Counties to develop their own action plans. Each County team went away to work up their plans which now feature on the members' area of our website.

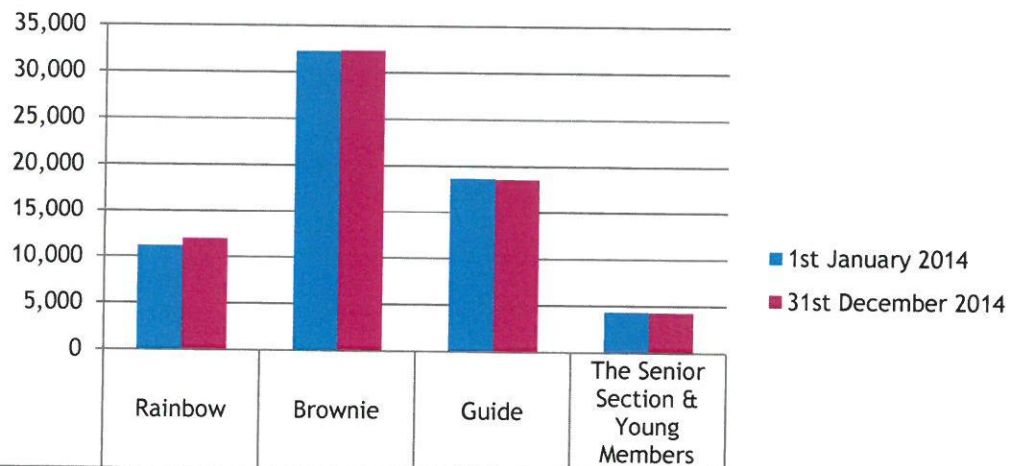
As part of a wider national Supporting Inclusion Project (SIP), funded by Youth United, two Development Workers were employed to increase membership and support the volunteer structure to provide more recruitment opportunities targeted at London's most deprived Boroughs, according to the Government's Index of Multiple Deprivation. The areas identified were Haringey, Hackney, Tower Hamlets, Newham and Redbridge. Overall the project resulted in the successful creation of 25 new units, recruiting 62 volunteers and 295 new girls joining Girlguiding.





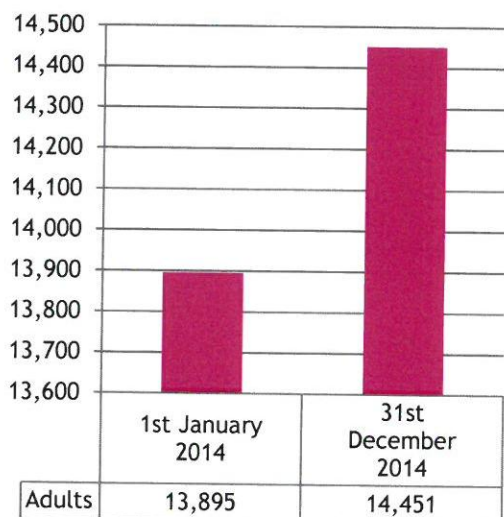
## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Young Members

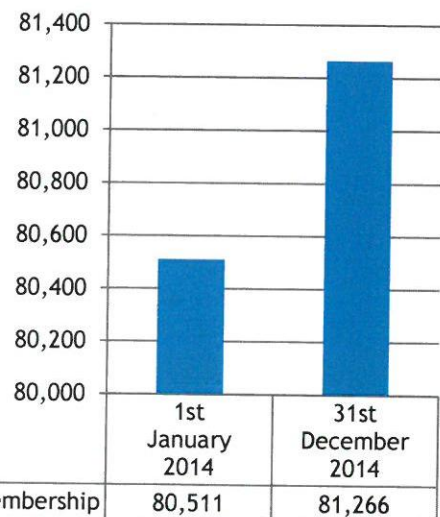


1st January 2014	11,235	32,274	18,708	4,351
31st December 2014	11,949	32,326	18,597	4,280

### Adults Volunteers



### Total Membership



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Influence

**By 2015 we will have decision-making processes region-wide that are actively influenced by the views and opinions of our young members.**

During 2014, several large online evaluations were run, the feedback from which continues to shape the events programme for the next few years. Following our Big Brownie Birthday event, Brownies gave us loads of great ideas. They clearly love having fun and getting outdoors. This has been evidenced by the enthusiasm shown not just by Brownies, but by all sections to our new Region initiative *Growing Up Wild*.

We also surveyed members of The Senior Section to find out how they would like to celebrate their centenary in 2016. International Adventures were high on the list, and while some are keen to take part in service projects in Africa and Asia, others would like something closer to home. As a result, in addition to the Region International Service Project trips for members of The Senior Section, we will also provide help, support and training for those members of The Senior Section who would like to gain their Senior Section Permit. This will enable members to plan and run their own UK or International adventures in 2016.

We've listened to requests from Leaders too, hence a residential activity weekend for Leaders only, 'LaSER ROARS', in October 2015.

Our Peer Education programme remains strong and the number of trained Peer Educators in the Region has increased to 141, a 41% increase from 2013. Our Peer Educators have embraced the roll out of the latest WAGGGS (World Association of Girl Guides and Girl Scouts) programme supported by Girlguiding, *Free Being Me*, enabling them to deliver sessions to younger members exploring the issues of body confidence and self-esteem.

We will continue to request feedback from our members through various media, including our internal publication Raspberry Ripple, and post event evaluations to ensure we are delivering the events our members would like, as well as seeking out Good Practice that can be shared.





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Voice

**By 2015 we will have developed a recognised brand used consistently and appropriately by all members, to unite all our members in a co-ordinated delivery of Girlguiding and Girlguiding LaSER key messages.**

Girlguiding LaSER is committed to giving girls and young women a voice. This year we have increased the number of Girlguiding LaSER Champions (18-25 year olds who are spokesperson trained and who represent us to the general public and external organisations) to 17 from 10 in 2013. Our Champions represented us at various Parliament Week events in November 2014 where they discussed issues that young women are facing; they also attended Youth Participation Networking events. These events encourage our girls to express their views and make their voices heard. Girlguiding LaSER also became a Parliament Week Partner. This enables us to organise events and activities that inspire people in conjunction with Parliament Week and gives us a chance to connect with audiences in a different way.

In the coming year they will be initiating campaigns and issues that are relevant to our Region and will be a consultation group for the Operations Group.

As part of the Youth United project, Development Workers partnered with an organisation called Arts Admin, a group of female artists who work creatively with young women from harder-to-reach communities. A series of workshops were carried out during February half term 2014, for young women aged 12 to mid-20's. They came together for a week to discuss, debate and create a spoken word performance piece that was performed at the Southbank Centre for International Women's Day, as part of their Women of the World (WOW) Festival.

Our weekly newsletter, Raspberry Ripple, changed format in 2014 enabling us to promote awareness, deliver our members information and news consistently and be on brand. This new electronic format allows us to measure our reach and learn more about what our members are interested in.





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Action

**By 2015 we will consistently deliver a good quality, age appropriate, relevant programme offering action, challenge and adventure.**

Girlguiding LaSER's Big Brownie Birthday celebrations started in January 2014 with Funtastic! a residential weekend that saw 3,000 Brownies from across the Region, along with their Young Leaders and their Leaders, take over exclusive use of the Butlins site in Bognor Regis.

The year also saw many diverse events ranging from a boating weekend at Paxmead Riverside Base, incorporating a Baden Powell Adventure, for 35 Guides and members of The Senior Section; to *LaSER Walks Miles*, which ran from April to July. During this time members logged over 17,886 miles that they had walked as part of the challenge.

In September, we were very excited to launch our new Region initiative, *Growing Up Wild*. The concept and the first eight Paw Print badges were launched at two different events. One was held at Mudchute Farm in London for 100 girls from all sections; and a larger scale event for 500 girls at one of the Region campsites, Cudham Shaws.

We also held a number of trainings for our Leaders and Commissioners, which included Travelling Abroad Training, an Outdoor Training weekend which 38 Leaders participated in, and three Commissioner Induction days with 48 attendees, all gaining and expanding skills required for their roles.

Our International Service Project trips for members of The Senior Section remain one of our great successes, with 63 participants in 2014 taking part in life changing trips when they travelled to and volunteered in Sri Lanka, Malawi, Uganda & Kenya.

To ensure that our volunteers continue to receive quality Training, 68 Trainers gathered for a Trainer's conference in November, we also delivered First Response Training earlier in the year. In April 2015, 51 of our Trainers will be attending the National Trainers' Conference, six of whom will also be delivering some of the sessions.





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Organisation

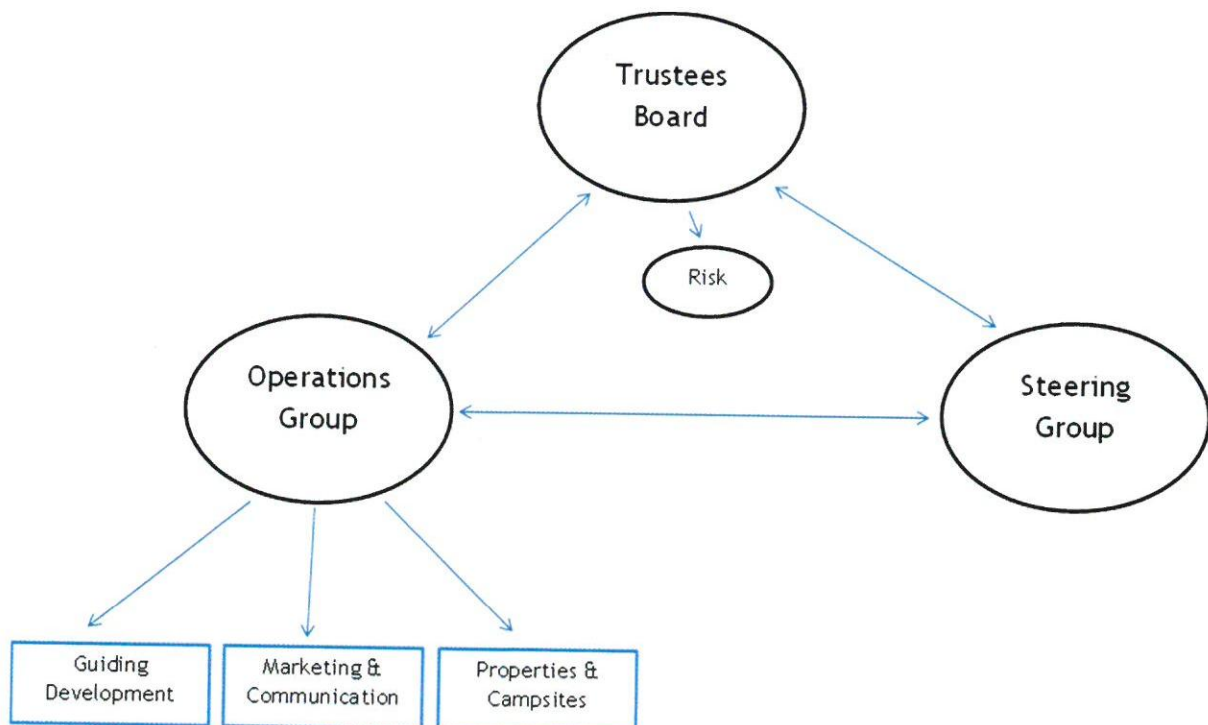
**By 2015 we will have reviewed structures and processes to establish a more responsive and flexible style of organisational leadership.**

A comprehensive review of the governance structure was undertaken in 2013/14 with a new structure operating from July 2014.

This structure ensures that Trustees with appropriate skills and experience are appointed from volunteers representing different groups within the organisation.

The Region can now demonstrate fulfilling the remit for a Trustee Board for strategic, financial and risk accountability, allowing County Commissioners to represent their Counties at the Steering Group and Operations Group to deliver the strategic plan.

Evaluation has been ongoing since the commencement of the new structure and a formal review will be undertaken in 2015.



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Support

By 2015 we will continue to be in a stable financial position to support the charity's statement of purpose and objectives.

### Finance

The majority of our income is derived from three main sources, membership subscriptions, campsites and membership events. During 2014 the main membership events comprised of celebrating the Big Brownie Birthday at Butlins (Funtastic!) and four international trips.

Our charitable expenditure varies each year depending on the programme offered. Support and staff costs have grown versus last year. This was mainly driven by a review of the staff structure to better align it with the new governance structure.

The total net assets for the year declined versus last year. In 2013 they were £1.79 m and in 2014 they were £1.6m. Most of our assets are held in cash in interest bearing accounts.

### Properties and Sites

Following a comprehensive review of the operation of the Region's campsites in 2013, the Executive Committee (prior to July 2014) took the decision to relinquish Paxmead Riverside Base and Chigwell Row by the end of 2014 and Spring 2016 respectively.

The Region has worked with Girlguiding Surrey West who, from December 2014, has taken over the operational running of Paxmead Riverside Base to ensure the continuation of boating activities for our members.

Notice has been given regarding Chigwell Row, and plans for the development of Cudham Shaws are now underway to offer girls new and exciting opportunities for the future.





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Conclusion

This has been a year of progress, achievement and celebration for Girlguiding London & South East England in line with national developments and our strategic goals. None of these would have been possible without the support of our wonderful, enthusiastic and committed volunteers.

We have completed our Governance review and implemented the change from a large Executive Committee to a streamlined Trustee Board; completed the review of staffing at our Head Office and begun the process of instigating the decisions made following our campsite review. We celebrated the Big Brownie Birthday in great style and ensured that adventure and fun were top priority for all sections of our membership. We have increased our membership in specific areas of social deprivation and worked to support our volunteers to welcome even more girls and young women to guiding across the Region.

In 2015 we will develop our Strategic Plan for 2016-20 building on Girlguiding's 'Being our best' and the themes Excellence, Access, Voice and Capacity through consultation with our stakeholders. This will include future plans for Cudham Shaws campsite using the consultation to seek the views of our members on the activities and events to be offered on the site

We will continue to build on, and learn from, the work of our externally funded projects for membership growth and support of access to guiding across the Region. We will continue to value our volunteers by providing quality training opportunities and support services.

We will further develop our Growing Up Wild initiative, increasing the connection of our young members with nature, building on our core programme and developing partnerships with local organisations and regional branches of national organisations. We will continue to offer inspirational, life changing international opportunities to The Senior Section.

We will seek the views of our young members and keep them at the forefront of our decision making. We will further develop our Girlguiding LaSER Champions programme: empowering our members to have a voice; spearheading our organisation in the public arena and challenging the way we portray ourselves to the outside world.



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Objective and activities for the public benefit

The Executive Committee / Board of Trustees confirms that they have taken due regard to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the organisation's aims and objectives in planning future activities.

### Risk Statement

The Region maintains and manages a risk register around which mitigation plans are implemented. The new Risk Committee was established in July 2014; their main purpose was to assist the Board of Trustees in ensuring that the Region has an effective risk management process that identifies and monitors the management of the key risks in an integrated and timely manner.





## REPORT OF THE BOARD OF TRUSTEES (cont'd)

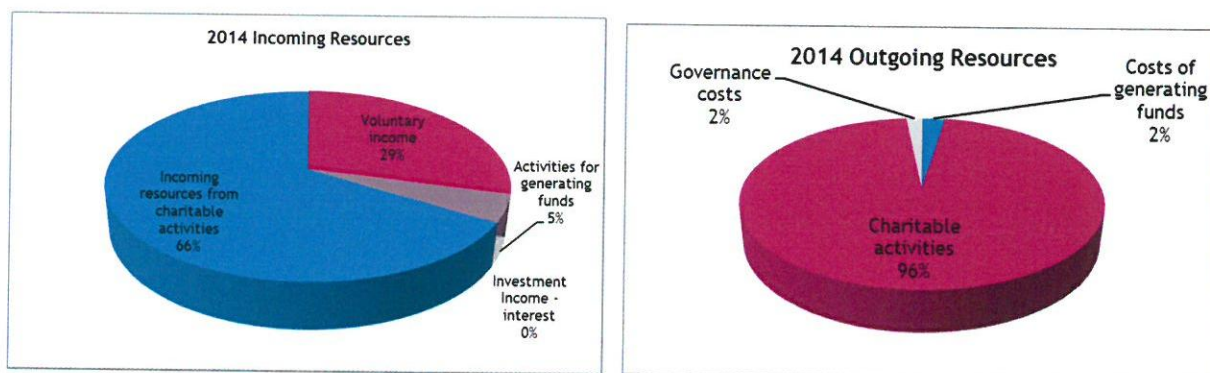
### REVIEW OF THE FINANCIAL POSITION

The financial statements annexed to this report are those of the Region's and reflect the activities it undertakes. Counties, Divisions, Districts and Units are responsible for their own finances.

### Statement of Financial Activities (SOFA)

Incoming and outgoing resources for the year are detailed in the SOFA. Net incoming resources for the year amounted to £1,372,007 (2013: £1,044,377) and net outgoing expenditure amounted to £1,579,845 (2013: £1,004,299). Income and expenditure varies from year to year mainly depending on the charitable activities and events held by the Region.

The net outgoing resources for the year amounted to £207,838 (2013: outgoing resources of £40,078).



### Balance Sheet

#### Reserves Policy

Free reserves represent the working capital of the Region and are available to support short and medium term objectives and to safeguard against unexpected decreases in income. The Charity Commission defines free reserves as 'income which becomes available to the charity and is to be expended at the Executive Committee's discretion in furtherance of any of the charity's objectives, but is not yet spent, committed or designated'.

During 2014 the Board of Trustees agreed on a new calculation to ensure that adequate reserves were maintained to meet the needs of the Region. This rationale comprises three steps; firstly to retain six months of running costs in the event that income sources should reduce; secondly to retain 25% of annual running costs to cover unforeseen eventualities; and finally to provide for specific risk. Specific risks identified are included within Designated Funds.

## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Balance Sheet (continued)

Running costs	459,033	431,824
---------------	---------	---------

Nature of Reserve	2014	2013
6 months of running costs	229,516	215,912
25% of running costs for unforeseen eventualities	114,758	107,956
<b>Total reserves to be held</b>	<b>344,274</b>	<b>323,868</b>

Actual free reserves held at the end of 2014 were £375,988 (2013: £405,047)

### Designated Funds

The specific uses and needs met by the designated funds are detailed separately in Notes to the financial statements on page 33.



## REPORT OF THE BOARD OF TRUSTEES (cont'd)

### Financial Statements for 2014

The annual financial statements for 2014 are annexed to this report and include a report by the Region's auditors, BDO LLP. The financial statements comply with current statutory requirements and with the requirements of the Royal Charter and were approved by the Board of Trustees at its meeting on 10 May 2015.

The Trustee Treasurer was authorised to sign on behalf of the Board of Trustees.

### Annual Report

This report was approved by the Board of Trustees on 10<sup>th</sup> May 2015. The Deputy Chief Commissioner was authorised to sign the report and financial statements on its behalf.

*Carole Hardy*

Carole Hardy  
Chair of Trustees and Deputy Chief Commissioner  
20<sup>th</sup> June 2015



## STATEMENT OF THE BOARD OF TRUSTEES RESPONSIBILITIES

The voting members of the Board of Trustees are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the Board of Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Region and of the incoming resources and application of resources for the year. In preparing those financial statements the Trustees are required to:

- ✎ Select suitable accounting policies and apply them consistently
- ✎ Observe the methods and principles in the Charities SORP
- ✎ Make judgments and accounting estimates that are reasonable and prudent
- ✎ Prepare the financial statement on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The Board of Trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the Region and enable them to ensure that the financial statements comply with the Charities Act 2011 and regulation made thereunder. They are also responsible for safeguarding the assets of the Region and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.



## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES

### INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE EXECUTIVE COMMITTEE OF THE GUIDE ASSOCIATION LONDON & SOUTH EAST ENGLAND

We have audited the financial statements of The Guide Association London & South East England for the year ended 31 December 2014 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with the Charities Act 2011. Our audit work has been undertaken so that we might state to the members of the charity's executive committee (as the Trustees) 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 charity and the charity's executive committee as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of executive committee and auditor**

As explained more fully in the Statement of Executive Committees' Responsibilities, the executive committee are responsible for the preparation of financial statements which give a true and fair view.

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

#### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the FRC's website at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2014, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

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

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Executive Committees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

BDO LLP

**BDO LLP**

Statutory Auditor

London

United Kingdom

Date: 25/6/15

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2014

		Unrestricted Funds			2014	2013
	Note	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £	Total Funds £
<b>Incoming resources</b>						
Incoming resources from generated funds						
Voluntary income	2	385,852	3,282	6,876	396,010	368,281
Activities for generating funds	3	5,383	56,434	-	61,817	62,684
Investment Income - interest		1,356	955	-	2,311	7,217
Incoming resources from charitable activities	4	538,785	221,376	151,708	911,869	606,195
<b>Total incoming resources</b>		<b>931,376</b>	<b>282,047</b>	<b>158,584</b>	<b>1,372,007</b>	<b>1,044,377</b>
<b>Resources expended</b>						
Costs of generating funds	5	4,378	32,923	-	37,301	32,893
Charitable activities	6	1,071,715	269,938	174,091	1,515,744	941,412
Governance costs	7	26,800	-	-	26,800	29,994
<b>Total resources expended</b>		<b>1,102,893</b>	<b>302,861</b>	<b>174,091</b>	<b>1,579,845</b>	<b>1,004,299</b>
Net incoming/(outgoing) resources before transfers		(171,517)	(20,814)	(15,507)	(207,838)	40,078
Transfers between funds	15	122,953	(82,857)	(40,096)	-	-
<b>Net movement in funds</b>		<b>-4856400%</b>	<b>(103,671)</b>	<b>(55,603)</b>	<b>(207,838)</b>	<b>40,078</b>
Balances brought forward at 1 January 2014		589,855	847,246	356,647	1,793,748	1,753,670
<b>Balances carried forward at 31 December 2014</b>		<b>541,291</b>	<b>743,575</b>	<b>301,044</b>	<b>1,585,910</b>	<b>1,793,748</b>

Transfers represent internal designations by the Board of Trustees within the restrictions (where applicable) of the funds concerned.

There were no recognised gains and losses other than those shown in the Statement of Financial Activities.


The notes on pages 26 to 37 form part of these Accounts.

# BALANCE SHEET AS AT 31 DECEMBER 2014

	Note	2014		2013	
		£	£	£	£
<b>Fixed assets</b>					
Tangible fixed assets	9		526,446		559,635
<b>Current assets</b>					
Stock	10	24,202		18,737	
Debtors	11	107,499		160,045	
Bank and cash balances (interest bearing accounts)		<u>1,088,354</u>		<u>1,488,557</u>	
		1,220,055		1,667,339	
<b>Creditors: amounts falling due within one year</b>	12	<u>(145,834)</u>		<u>(417,533)</u>	
<b>Net current assets</b>			1,074,221		1,249,806
<b>Provision for liabilities and charges</b>	13		(14,757)		(15,693)
<b>Net assets</b>	14		<u>1,585,910</u>		<u>1,793,748</u>
<b>Funds:</b>					
<b>Unrestricted funds</b>					
General funds			541,291		589,855
Designated funds	15		743,575		847,246
<b>Restricted funds</b>	16		301,044		356,647
			<u>1,585,910</u>		<u>1,793,748</u>

The notes on pages 26 to 37 form part of these Accounts.

The accounts were approved and authorised for issue by the Board of Trustees on 20th June 2015 and signed on its behalf by:

  
20.06.15

PIP MCKERROW - Chief Commissioner

 20/6/15

TRACEY MILLER - Trustee Treasurer



# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 1 ACCOUNTING POLICIES

### (a) Basis of Accounting and Scope of the Accounts

The accounts comprise the activities of the Region, which includes those of the three sites operated by the Region at Chigwell Row, Cudham Shaws and Paxmead Riverside Base.

The accounts have been prepared under the historical cost convention and in accordance with applicable accounting standards and the recommendations of the Statement of Recommended Practice "Accounting and Reporting by Charities" SORP 2005 issued by the Charity Commissioners for England and Wales in 2005.

### (b) Fund accounting

The Region's unrestricted funds consist of funds which may be used for any of its purposes at the discretion of the Executive Committee / Trustee Board. These funds have been separately shown, as General Funds and Designated Funds.

General funds: General funds are those available on a day to day basis to the Executive Committee / Trustee Board for any purpose.

Designated funds: Designated funds are those funds set aside by the Executive Committee / Trustee Board for specific purposes, together with the funds held by the site management committees and Friends groups for use at the relevant site. Details of the purpose of each fund are set out in note 15.

Restricted Funds: Restricted funds consist of funds where the donor has placed some restriction on the use that can be made of the assets donated. Details of the purpose of each fund are set out in note 16.

### (c) Incoming Resources

Incoming resources are accounted for when due, except for donations which are accounted for when received. All trading activities are carried out with members in pursuance of the Region's charitable objectives.

### (d) Resources Expended

Expenditure is charged on an accruals basis and classified into the functional classifications required by the Statement of Recommended Practice. All expenditure can be directly attributed to specific activities. Support costs which are shown separately represent the running costs of the Region's Head Office. Support costs are allocated to the various charitable activities on the basis of staff time.

Governance costs are the costs related to governance of the charity such as Trustee expenses and audit; allocations of other costs are based on staff time.

Development grants are awarded against plans, but only paid once the development has begun.

### (e) Fixed Assets

Depreciation is provided at rates calculated to write off the value of assets over their estimated useful lives. The rates used are:

Freehold and leasehold property over the shorter of the remaining term of the lease of 50 years

Furniture, fittings and office equipment	10%-20% straight line
Motor vehicles	25% reducing balance

# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 1 ACCOUNTING POLICIES (Continued)

### (e) Fixed Assets

All fixed assets acquired costing over £500, whether purchased or donated, are capitalised. Major donations received for fixed assets are credited to capital grants and donations funds or other restricted funds as shown in note 14. These funds are then used to write off the asset over its estimated useful life.

### (f) Stocks

Stocks are valued at the lower of cost and net realisable value.

### (g) Pensions

The Region contributes to a money purchase pension scheme on behalf of its employees. The scheme is operated by The Pension Trust for Charities and Voluntary Organisations. Contributions to the scheme are a set percentage of individual salaries and are charged to the General Fund as incurred.

### (h) Operating Leases

Rental paid under operating leases are charged on a straight line basis over the term of the lease.

## 2 VOLUNTARY INCOME

	Unrestricted Funds			2014	2013
	General Funds	Designated Funds	Restricted Funds	Total Funds	Total Funds
	£	£	£	£	£
Subscriptions	385,221	-	-	385,221	357,384
Donations	631	3,282	6,876	10,789	10,897
	385,852	3,282	6,876	396,010	368,281



# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 3 ACTIVITIES FOR GENERATING FUNDS

	Unrestricted Funds		Restricted	2014	2013
	General	Designated	Restricted	Total	Total
	Funds	Funds	Funds	Funds	Funds
	£	£	£	£	£
Campsite shops & other trading income	5,383	37,439	-	42,822	45,375
Rental income	-	10,133	-	10,133	10,133
Fundraising events by Friends' groups	-	8,862	-	8,862	7,176
	<u>5,383</u>	<u>56,434</u>	<u>-</u>	<u>61,817</u>	<u>62,684</u>

## 4 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted Funds		Restricted	2014	2013
	General	Designated	Restricted	Total	Total
	Funds	Funds	Funds	Funds	Funds
	£	£	£	£	£
International activities	163,685	-	-	163,685	119,020
Grants	-	-	151,708	151,708	167,400
Programme & training activities	375,100	-	-	375,100	99,691
Campsites - activities	-	221,176	-	221,176	219,784
Exhibition trailer	-	200	-	200	300
	<u>538,785</u>	<u>221,376</u>	<u>151,708</u>	<u>911,869</u>	<u>606,195</u>

## 5 COSTS OF GENERATING FUNDS

	Unrestricted Funds		Restricted	2014	2013
	General	Designated	Restricted	Total	Total
	Funds	Funds	Funds	Funds	Funds
	£	£	£	£	£
Fundraising events	-	3,509	-	3,509	3,726
Campsite shops & merchandise	4,378	29,414	-	33,792	29,167
	<u>4,378</u>	<u>32,923</u>	<u>-</u>	<u>37,301</u>	<u>32,893</u>

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

### 6 CHARITABLE ACTIVITIES

#### 6 Resources expended on charitable activities

	Unrestricted Funds			2014 £	2013 £
	General Funds	Designated Funds	Restricted Funds		
	£	£	£		
International activities	185,043	-	520	185,563	136,181
Grants payable	25,000	11,516	-	36,516	7,850
Programme & training activities	389,668	-	-	389,668	119,435
Marketing & publicity	57,852	7,758	82,202	147,812	74,166
Campsites	10,271	179,575	12,188	202,034	190,564
Campsite staff costs	23,874	71,089	-	94,963	85,872
Staff costs	202,406	-	79,181	281,587	230,530
Support costs	177,601	-	-	177,601	96,814
	<u>1,071,715</u>	<u>269,938</u>	<u>174,091</u>	<u>1,515,744</u>	<u>941,412</u>

Support costs include depreciation of equipment and all administrative and running costs of the Region Office at Jaggard Way.

### 7 GOVERNANCE COSTS

	2014	2013
Salaries	4,817	7,290
Audit	6,660	6,695
Other costs	15,322	16,009
	<u>26,799</u>	<u>29,994</u>

The audit fee, net of VAT was £5,600 (2013: £5,500)



## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

### 8 STAFF COSTS

	2014 £	2013 £
Gross pay	340,782	292,889
Social security costs	25,753	21,578
Other pension costs	14,832	9,225
	<u>381,367</u>	<u>323,692</u>

The average number of employees expressed in terms of full time equivalents was:

	2014	2013
RHQ	7.6	6.3
Campsites	4.7	5.7
Growing Guiding	3.4	3.3
Governance	0.2	0.2
	<u>15.9</u>	<u>15.5</u>

Trustees were reimbursed for out of pocket expenses totalling £5,264 (2013: £9,952).

No trustee received any remuneration in either 2014 or 2013

There were no employees earning over £60,000 per annum (2013: none)

## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

### 9 FIXED ASSETS

	Land & buildings:			Fixtures, fittings & equipment	Total
	Freehold	Long leasehold	Short leasehold		
	£	£	£	£	£
<b>Cost</b>					
At 1st January 2014	296,972	551,595	128,985	345,551	1,323,103
Additions	-	-	-	17,854	17,854
Disposals	-	-	(72,373)	(50,539)	(122,912)
At 31st December 2014	<u>296,972</u>	<u>551,595</u>	<u>56,612</u>	<u>312,866</u>	<u>1,218,045</u>
<b>Depreciation</b>					
At 1st January 2014	130,668	226,834	120,277	285,689	763,468
Charge for the year	5,940	9,013	8,708	19,903	43,564
Disposals	-	-	(72,373)	(43,060)	(115,433)
At 31st December 2014	<u>136,608</u>	<u>235,847</u>	<u>56,612</u>	<u>262,532</u>	<u>691,599</u>
<b>Book Value</b>					
At 31st December 2014	<u>160,364</u>	<u>315,748</u>	<u>-</u>	<u>50,334</u>	<u>526,446</u>
At 31st December 2013	<u>166,304</u>	<u>324,761</u>	<u>8,708</u>	<u>59,862</u>	<u>559,635</u>

All the charity's assets are used for charitable purposes.

All assets that were held at Paxmead reflect a zero value and have been treated as a full disposal in the accounts.

### 10 STOCKS

The Stock Figure of £25,564 (2013: £18,737) represents goods and badges for resale valued at cost

### 11 DEBTORS

	2014 £	2013 £
Prepayments of general expenses	8,513	10,467
Prepayments of future activity expenses	88,378	144,694
Other debtors	10,608	4,884
	<u>107,499</u>	<u>160,045</u>



# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 12 CREDITORS

	2014 £	2013 £
Creditors: amounts falling due in less than one year		
Social security and other taxes	6,726	6,657
Other creditors	32,211	343
Accruals for general expenses	31,920	35,383
Accruals and deferred income for future activities	74,977	375,150
	<u>145,834</u>	<u>417,533</u>

## 13 PROVISION FOR LIABILITIES AND CHARGES

	2014 £	2013 £
Farmhouse repairs	<u>14,757</u>	<u>15,693</u>

The land at Chigwell Row is held under the terms of a tenants full repairing lease for a peppercorn rent of £1 per annum. In 1998 it was noted that the farmhouse at this site, a grade II listed building, was in need of repairs and a full survey of the farmhouse was carried out and the trustees made a provision for the liability of £150,000 to cover the total cost of the repairs. In 2014 there was expenditure of £936 (2013:Nil) on the property.

## 14 ANALYSIS OF NET ASSETS

	Fixed Assets £	Cash & bank balances £	Other net current assets/ (liabilities) £	Provision for liabilities & charges £	Total £
General funds	181,793	392,220	(17,965)	(14,757)	541,291
Designated funds	147,181	592,562	3,832	-	743,575
Restricted funds	197,472	103,572	-	-	301,044
<b>Total net assets</b>	<u>526,446</u>	<u>1,088,354</u>	<u>(14,133)</u>	<u>(14,757)</u>	<u>1,585,910</u>

# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 15 MOVEMENTS IN FUNDS

### General Fund

These funds comprise the assets available to the Board of Trustees, for use without any restrictions imposed by donors. Only one general fund is established for this purpose and the movements in that fund are those shown on the Statement of Financial Activities.

### Designated Funds

	Balance at 1st January 2014	Incoming Resources	Resources Expended	Transfer from/(to) general fund	Balance at 31 December 2014
	£	£	£	£	£
All except g are held at Region Headquarters:					
a Future Events Fund	66,388	-	(60)	-	66,328
b Development Grants Fund	10,000	-	(6,143)	6,143	10,000
c Region Chief Commissioner's Discretionary Fund	5,000	1,293	(1,120)	-	5,173
d Staff House Fund	-	10,133	(6,553)	-	3,580
e Exhibition Trailer Fund	1,694	200	(1,206)	-	688
f Pension Deficit Fund	100,000	-	-	-	100,000
g Held at and on behalf of Campsites:	500,971	270,421	(283,586)	(40,000)	447,806
h International Travel Fund	4,193	-	(4,193)	-	-
i Campsite Fund/Chigwell	159,000	-	-	(59,000)	100,000
k PR Shopping Advertisements				10,000	10,000
	<u>847,246</u>	<u>282,047</u>	<u>(302,861)</u>	<u>(82,857)</u>	<u>743,575</u>



### 15 MOVEMENTS IN FUNDS (Continued)

- a The Future Events Fund consists of monies set aside to finance and facilitate future large scale events that the Region undertakes including surpluses from previous events where designated.
- b The Development Grants Fund is money set aside from subscription income for the use of any Unit, District, Division or County that wishes to apply for assistance with capital building guiding projects. The Trustees agreed that at the end of each year this fund should be maintained at £10,000.
- c The Region Chief Commissioner's Discretionary Fund, consists of donations received for use at her discretion. The expenditure represents nine grants made to individuals during the year.
- d The Staff House Fund is monies charged as rent on properties occupied by staff to be used for maintenance of properties
- e The Exhibition Trailer Fund is money set aside to fund the recruitment of new Guide leaders. The fund is used to meet the running costs and depreciation of an exhibiton trailer. Income from hire of the trailer is added to the fund.
- f The Pension deficit fund is money set aside to cover the shortfall in the fund and a top amount set aside to cover the eventualty of no members remaining in the scheme, as described in note 19.
- g The campsites each hold various designated funds which include all general income received, which are used for both capital expenditure and day to day site operation, as well as particular projects.
- h The International travel fund is surplus monies raised to fund international trips but remaining at the end of the trip and/or after any refunds have been made.
- i The Campsite Fund/Chigwell is money set aside to cover unforeseen costs at Chigwell relating to the renlinquishment of the lease.
- k The PR Shopping Advertisements fund is a provision for marketing costs due to be spent during 2015.

# NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

## 16 MOVEMENTS IN FUNDS

### Restricted Funds

	Balance at 1st January 2014 £	Incoming Resources £	Resources Expended £	Transfer to general fund £	Balance at 31 December 2014 £
<b>Held at Region Headquarters:</b>					
l Chief's Memorial Fund	-	5,588	-	-	5,588
m Edwards Legacy	5,100	-	-	-	5,100
m King George VI fund	2,932	1,289	(520)	-	3,701
n Safer London Foundation	57,263	18,958	(36,018)	(40,096)	107
o Youth United	76,518	89,037	(111,945)	-	53,610
p Join Us	-	43,712	(13,421)	-	30,291
<b>Held at or on behalf of campsites:</b>					
q Cudham - Brownie House	104,579	-	(2,745)	-	101,834
q - Badgers House	34,588	-	(892)	-	33,696
q Chigwell Row - Holiday House	62,094	-	(1,795)	-	60,299
r - Mobility Scooter	2,097	-	(449)	-	1,648
q Paxmead - Bunk House	3,106	-	(3,106)	-	-
s - Activity equipment	8,370	-	(3,200)	-	5,170
	<u>356,647</u>	<u>158,584</u>	<u>(174,091)</u>	<u>(40,096)</u>	<u>301,044</u>

### Restricted Funds

- l These International Travel Funds (Chief Memorial Fund and King George VI Fund) all represent donations received that are to be used to send members on international opportunities. Each fund has its own restrictions on who can qualify for assistance with international travel costs.
- m The King George VI fund is to be used for the provision of training and associated travel opportunities.
- n Safer London Foundation - a 3 year agreement was signed in March 2012, and funds are received quarterly. The grant pays for a part-time Development Worker and a part-time administrator. The aim of this fund is to grow Guiding.
- o Youth United - The money will pay for two full time Development Workers and a part-time administrator. This aim of this fund is to grow Guiding.
- p The Join Us Fund is a grant from Girlguiding to cover the cost of staff to review the Join Us waiting list and support counties in taking action to reduce the time girls have to wait to join us.
- q The House Funds represent the current value of purpose built self-catering accommodation at each site, originally paid for from grants, donations and fund-raising income donated for this purpose and thus restricted income. The expenditure shown is the annual depreciation charge per Note 1e.
- r The fund represents the current value of an all terrain mobility scooter funded by the Grange Farm Trust.
- s The fund represents the balance of a grant received from Surrey County Council towards the cost of new boats.



## NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 2014

### 17 FINANCIAL COMMITMENTS

At 31 December 2014, annual commitments under operating leases were as follows:

	2014 Land & buildings	2014 Other	2013 Land & buildings	2013 Other
	£	£	£	£
Operating leases expiring				
Up to one year	-	-	1,500	71
Between one and two years	-	-	-	4,557
Between two and five years	2,727	-	-	-
After five years	2	-	2	-

### 18 CONNECTED CHARITIES

#### *The Guide Association at Commonwealth Headquarters*

The Guide Association is an umbrella organisation to the Region. The Region is one of the nine separately constituted Country/Region Associations established under the powers and by-laws of the Royal Charter to administer Guiding in each area.

Material transactions with The Guide Association are as follows:

	<u>2014</u> £	<u>2013</u> £
<b>Incoming Resources:</b>		
Grants received from the Guide Association	7,170	6,718

#### *Counties, Divisions, Districts and Units*

Within Girlguiding London & South East England Region, there are 19 County areas of the Guide Association, each further subdivided into Divisions, Districts and Units. Each County, Division, District and Unit is responsible as a separate charity for their own finances.

#### *Trefoil Guild*

The Trefoil Guild is a connected charity established under the powers of the Guide Association Royal Charter. This Guild has a Regional Association, and the Chairman of this Association is appointed by the Chief Commissioner in conjunction with the Trefoil Guild. The Trefoil Guild is a separate charity and manages its own affairs and prepares its own annual report.

## 19 PENSION OBLIGATIONS

The Guide Association London & South East England participates in the Pensions Trust's Growth Plan, a multi-employer pension plan which is in most respects a money purchase arrangement but it has some guarantees. It is not possible in the normal course of events to identify the share of underlying assets and liabilities belonging to individual participating employers. Accordingly, due to the nature of the plan, the accounting charge for the period under FRS17 represents the employer contributions available.

The last formal valuation of the plan was performed at 30 September 2011 by a professionally qualified actuary. The valuation revealed that the assets of the plan fell short of the accrued liabilities as at the valuation date equivalent to a past service funding level of 96%. The actuary has not recommended an increase to employer contributions which are currently 9% and the charity is not aware of any plans to change future employer contribution rates.

Following a change in legislation in September 2005, there is a potential debt on the employer that could be levied by the Trustee of the plan. The Trustees' current policy is that it only applies to employers with pre-October 2001 liabilities in the plan. The debt is due in the event of the employer ceasing to participate in the plan or the plan winding up. The debt for the plan as a whole is calculated by comparing the liabilities for the plan (calculated on a buyout basis, i.e., the cost of security benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the plan's pre October 2001 liability attributable to employment with the leaving employer compared to the total amount of the plan's pre October 2001 liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total plan liabilities, plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time.

### Potential employer debt - contingent liability

The charity has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the plan based on the financial position of the plan as at 30 September 2014. As of this date the estimated employer debt for the charity was £97,872 (2013: £83,651). There is no current intention to leave the plan and trigger the contingent liability.