

Trustee annual report

The Guide Association London and South East England
Known as **Girlguiding London and South East England**
for the year ending 31 December 2017



The Guide Association London and South East England
Registered charity no. 308268



WE DISCOVER, WE GROW

Girlguiding

London & South East England

Girlguiding London and South East England
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Wandsworth Common
London
SW12 8SG

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Message from The Chief Commissioner and Chair of Board of Trustees



I am pleased to be able to introduce Girlguiding London and South East England's (LaSER) report for 2017 on behalf of our trustees. It is good to be able to reflect on the successes and challenges of the past year, and to thank our volunteers and staff for their hard work over the past twelve months.

Girlguiding London and South East England covers all but one London borough and the counties of Kent, East and West Sussex and Surrey. It is one of the nine countries and regions of Girlguiding, the leading charity for girls and young women in the United Kingdom. Our vision is to give every girl the opportunity to gain life changing experiences that enable her to discover the best in herself and make a difference in the world.

A total of 61,833 girls and young women in 3,629 units were members of the Region in 2017. Through our four sections: Rainbows (aged 5 - 7 years) Brownies (7-10 years) Guides (10-14 years) and The Senior Section (14-25 years) they enjoyed a wide and varied programme of exciting and challenging activities, residential events and community action opportunities that were affordable, inclusive and accessible to all.

I would like to take this opportunity to thank our network of 16,247 volunteers. This includes 7,433 trained leaders, 274 volunteer managers (known as commissioners) and 1,815 young leaders aged between 14 and 18 years, who have given their time to ensure that so many girls have the opportunity to experience guiding.

The work of the region is only possible due to the support, expertise and enthusiasm given by our staff and the volunteer members of the region team, so I would also like to thank our trustees, county commissioners, lead volunteers, trainers, committee chairs and members of task and finish groups, many of whom also run units in their own locality. It is a tremendous privilege to be their chief commissioner.

Our Trustees are pleased to present this report showing our performance against the four strands of our Strategic Plan; Excellence, Access, Voice and Capacity.

A handwritten signature in black ink, appearing to read 'Sally Christmas'.

Sally Christmas
Chief Commissioner and Chair of Board of Trustees

Statement of purpose

Girlguiding London and South East England (Girlguiding 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 and South East England (“the region”) is governed by royal charter and the powers of the board of trustees are set out in the constitution as expressed under the byelaws to the royal charter.

Public benefit

The 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.

Our vision





To give every girl the opportunity to gain life changing experiences that enable her to discover the best in herself and make a difference in the world.

Our mission

We will deliver a challenging and fun programme of activities that offer new experiences ensure our leaders and volunteers receive excellent training and support in order to give inspirational leadership, and deliver quality programmes that enable girls to gain new skills, confidence, and discover the best in themselves.

Our values and Girlguiding commitment

Fun - Challenging - Caring - Inclusive - Empowering - Inspiring

Excellence	Access	Voice	Capacity
We will get better and better at all that we do for girls. 	We will work together to ensure that more girls from all background benefit from what we do. 	We will listen to girls and promote their voice. 	We will work collaboratively to improve our processes and decision-making. 

Organisation structure

The region is one of nine separately constituted areas of The Guide Association and as such is 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.



The Board of Trustees is the decision making group for policy and management decisions. They are supported by three groups; the Operations Group, the Risk Group and the Steering Group.

The region also includes two campsites: Chigwell Row, and Cudham Shaws Outdoor Centre and their associated 'Friends' groups.

The Board of Trustees structure

Voting members	Appointed by	Type
Chief Commissioner	Chief Guide	
1 Deputy Commissioner	Chief Commissioner	
2 Steering group representatives	Steering group	
4 Membership trustees	Board of Trustees	Elected
2 External trustees	Board of Trustees	Elected
Trustee treasurer	Board of Trustees	Elected

Trustees derived from the membership will comprise two members from the 18-30 year age group.

The role of trustee treasurer and that of one external trustee remains vacant.

The chair is automatically the chief commissioner however she has it in her power to appoint another to sit as chair.

2017 Trustees board members

Role	Name	Type	Term
Chief Commissioner and Chair of Board of Trustees	Sally Christmas	Ex officio	23 July 2016 to 23 July 2021
Board Member and Deputy Chief Commissioner	Liz Smith	Ex officio: Operations group	23 July 2016 to 31 January 2019
Acting Region Manager	Amrita Sheldon	Non-voting	From August 2017
Trustee Treasurer	Vacant		
Board Member	Fiona Jackson	Elected: Membership	July 2014 to 20 July 2018
Board Member	Janette Goss	Ex officio: Steering Group	21 July 2015 to 20 July 2017
Board Member	Lisa Mitchell	Elected: Membership	July 2014 to 20 July 2017
Board Member	Alison Gregory	Membership representative	19 March 2017 to 18 March 2020
Board Member	Catherine Breen	Membership representative	19 March 2017 to 18 March 2020
Board Member	Rachael Graham	Membership representative	19 March 2017 to 18 March 2020
Board Member	Lindsay Dewar	Membership representative	19 March 2017 to 18 March 2020
Board Member	Amanda Finn	External trustee	20 March 2016 to 21 March 2019
Board Member	Lesley Bailey	Ex officio - Steering Group	1 July 2017 to 30 June 2020
Board Member	Jacqueline Martyr	Ex officio - Steering Group	May 2016 to July 2018

Board Appointments

- The chief commissioner was appointed by the chief guide of Girlguiding in consultation with the membership of the region.
- The deputy chief commissioner was appointed by the chief commissioner.
- The trustee treasurer is a board appointment.
- The steering group representatives were selected as county commissioners by their own county membership and appointed by the chief commissioner. They were selected as trustees by their fellow steering group members.
- The lead volunteers who serve on the operations group were appointed by the chief commissioner. Those appointed since November 2016 have been approved by the board.
- Elected members are board appointments.
 - Ex officio members cannot exceed their 5 year term appointment on the board.
 - Elected members of the board serve a maximum of 3 years with an option to extend for a further 2 years.
 - Elected members of the board were selected based on their skills and experience.
 - The deputy chief commissioner's term of office does not extend beyond the finishing date of the chief commissioner's end date.

Induction and training of trustees

All trustees are provided with an induction and are supported on an ongoing basis with the needs of the groups and individuals being addressed.

Other governance groups

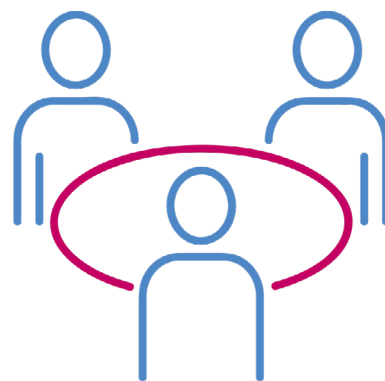
The board of trustees was supported by three governance groups:

1. The operations group
2. The risk group
3. The steering group

Each group was able to invite experts to join their groups to inform discussions. Visitors had no voting rights.

1. The Operations Group

This group dealt with the day to day operations of the region, that being both the region office, staff and campsites which are under the supervision of the acting region manager, as well as the volunteer operations of activities and adventures, learning and development and marketing and communications.



Role	Name	Description	Term
Chair	Liz Smith	Deputy Chief Commissioner	23 July 2016 to 23 July 2021
Member	Sally Christmas	Chief Commissioner	23 July 2016 to 23 July 2021
Member	Lesley Marsh	Deputy Chief Commissioner	23 July 2016 to 23 July 2021
Member	Lou Morris	Lead Volunteer of Learning and Development	31 July 2017 to 31 July 2020
Member	Julie Neville	Lead Volunteer of Marketing and Communications (Maternity Leave since Sep 2017)	October 2015 to October 2018
Member	Jan Butler	Lead Volunteer of Risk Group	7 June 2017 to 7 June 2020
Member	Amrita Sheldon	Acting Region Manager	From August 2017
Member	Steve Scotland	Chief Executive	Until May 2017
Member	Collette Stone	Lead Volunteer of Activities and Adventure	4 May 2017 to 4 May 2020

2. The Risk Group

This group has overseen matters pertaining to risk and internal controls. This included a review of the risk register, risk assessments for large scale events, including international trips and insurances.



Role	Name	Description	Term
Chair	Jan Butler	Chair of Risk Group	7 June 2017 to 7 June 2020
Member	Caroline Davies	Girlguiding membership	31 May 14 to 31 May 2019
Member	Debra Griffiths	Girlguiding membership	31 May 2014 to 31 May 2019
Member	Jeannine Monk	Girlguiding membership	31 May 2014 to 10 Feb 2018
Member	Lisa Mitchell	Trustee	31 May 2014 to July 2017
Member	Amrita Sheldon	Acting Region Manager	From August 2017
Member	Steve Scotland	Chief Executive	Until May 2017
Member	Catherine Breen	Trustee	7 June 2017 to 7 June 2020

3. The Steering Group

The group informed decision making with the views of the membership at the core of its agenda.



Role	Name	Description	Term
Chair	Lesley Marsh	Deputy Chief Commissioner	From 23 July 2016 to 23 July 2021
Member	Sally Christmas	Chief Commissioner	From 23 July 2016 to 23 July 2021
Member	Liz Smith	Deputy Chief Commissioner	From 23 July 2016 to 23 July 2021
Member	Steve Scotland	Chief Executive	Until May 2017
Member	Amrita Sheldon	Acting Region Manager	From August 2017
Member	Sarah Little	Chair of Trefoil Guild	October 2016 to 4 October 2019
Member	County Commissioners	County Commissioners representing each of the 19 counties	N/A

Professional advisors and consultants

The professional advisers and consultants during the year were as follows:

Bankers

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

Virgin Money Savings
Jubilee House, Gosforth, Newcastle Upon Tyne, NE3 4PL

CAF Bank Limited,
25 Kings Hill Avenue, West Malling, Kent, ME19 4JQ

Auditors

BDO LLP
55 Baker Street, London, W1U 7EU

Legal consultants

For Girlguiding:

Bates Wells Braithwaite
10 Queen Street Place, London, EC4R 1BE

For Girlguiding London and South East England:

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

EXCELLENCE



Learning and development

To enable commissioners to gain and expand on the skills required for their roles, we held training days in January and October for all commissioners which included induction for new commissioners. Commissioners received updates on forthcoming changes as well as having the opportunity to attend 2 workshops. A separate day was held in March for commissioner induction attended by 11 new commissioners. 173 commissioners attended the commissioners' training days.

Other trainings for our adult volunteers included travelling abroad training for 32 adult volunteers and trainings for the Duke of Edinburgh award - supervisor (7), assessor (3) adult volunteers. We also held a region team day where region appointment holders were given updates on programme renewal, A Safe Space, 1st Response, membership systems and the quality pilot. There was plenty of opportunity to network as well as attend a session on social media. The afternoon was dedicated to team sessions and meetings with their peers.

The trainers in our region are constantly striving to ensure that volunteers receive quality training by maintaining and building on their own knowledge, skills and areas of expertise. This has been particularly important this year with the many forthcoming changes. In May 2017, 64 of our trainers (including prospective trainers) spent a weekend at the National Trainers' Conference at Yarnfield Park, Stone. Our own region trainers day took place in October and was attended by 50.

Four workshops were held during the year for prospective trainers, tutors and reviewers and two meetings were held for all county training advisers/coordinators. During 2017, our trainers and prospective trainers delivered 1,238 hours of training. This included 166 hours of A Safe Space training and 319 hours of 1st Response training.

At the end of 2017, we have 7 adult volunteers who are becoming a trainer, 16 prospective trainers, 73 trainers (including 6 in abeyance), 20 tutors and 10 reviewers - this includes 21 trainers that have completed the training qualification during 2017.

During the year, 2 of our trainers completed additional training modules, further expanding the areas in which they can deliver training. This brought the total of those able to deliver A Safe Space to 39. 15 Trainers are qualified to deliver 1st Response.

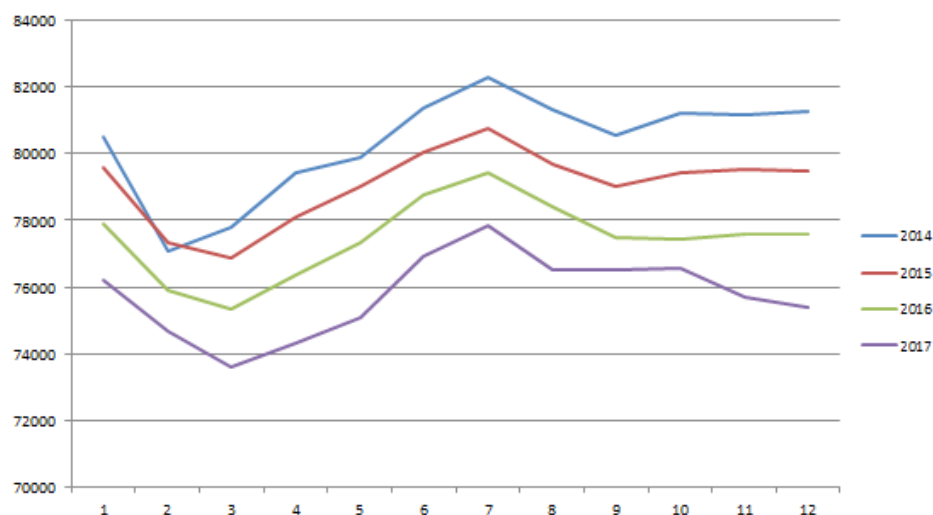
Towards the end of 2016 up to 50 units in LaSER were invited to sign up to participate in phase 2 of a quality pilot “Doing Our Best”. 44 units initially signed up and worked on the pilot during 2017. 21 units submitted their portfolio of evidence and by the end of year 15 had achieved the quality mark, 2 had met with conditions and 4 had not yet met. All units involved are to be congratulated and they have all influenced and shaped the future work of quality in Girlguiding.

We also ran a series of roadshows, called Stay Awhile, which were funded using the Girlguiding’s membership development fund.

A joint event with Anglia region called “Turn up the volume” was run in 2017. A series of workshops took place throughout the day looking at improving volunteers’ communication skills to help in recruiting and retaining members with a particular focus on how to use social media in guiding. The event was attended by 50 volunteers from LaSER and 35 from Anglia.

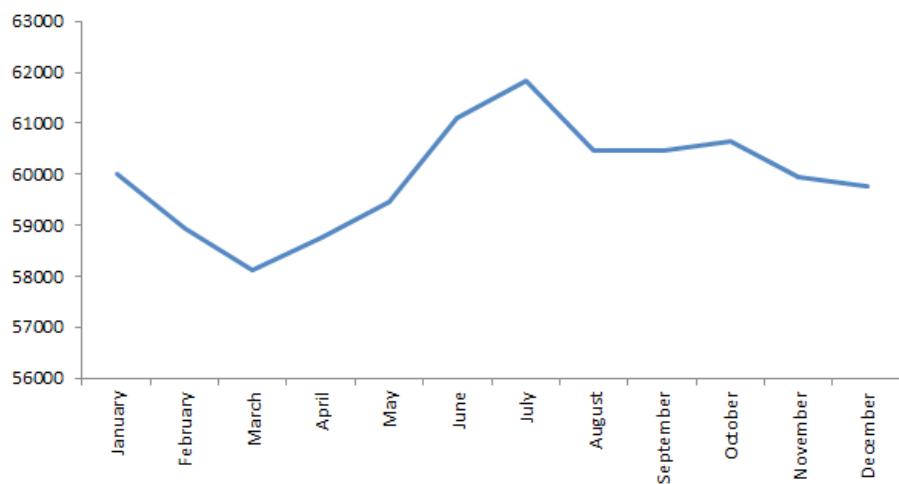
Membership Statistics

Changes in monthly membership 2014, 2015, 2016 and 2017

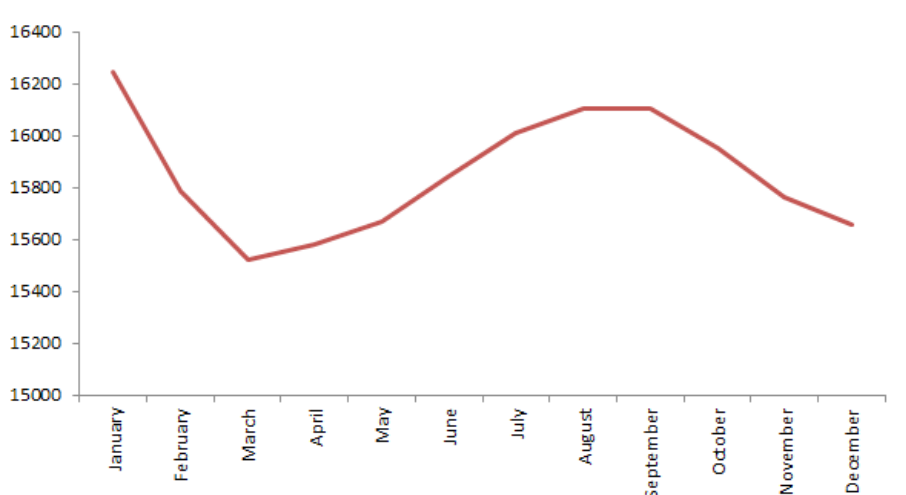




Young members



Volunteer



Activities and adventure

This year we supported the Big Gig 2017 which was open to Guides and members of The Senior Section across Girlguiding UK. We provided 105 volunteers to help with the selling of merchandise for this event who were then able to watch the performances.

This year the region organised participated in Brighton Pride as part of the various pride events Girlguiding attends. We took part in the parade with 14 volunteers and ran a stall with 11 volunteers.

In order to celebrate 30 years of Rainbows, a resource was created called “Hats off to Rainbows”. The pack was designed to encourage Rainbows to try new things and to look at all the different jobs that people do. The pack was launched in April and during 2017, 7,552 badges were sold.

In September we ran a three day residential event at PGL Windmill Hill for adults only called LaSER Roars again to give leaders across the region a chance to try all those fun activities their girls get to do but they usually don’t get a chance. The camp was attended by 75 adults. At the same time we also had Mini Roars for Brownies, Guides and members of The Senior Section. 314 girls attended the event.

In June, a “Walk the Bridges” event open to all members was planned to take place. The groups were to walk over bridges in London following their choice of route. The decision was made to cancel this event due to the situation in London at the time taking into account the risk of terrorist attacks and planned marches to parliament. The badges had already been made so members were offered the opportunity to use the resources to plan their own event locally.

Members of The Senior Section once again had the opportunity to attend four region International trips. In 2017 there were service projects trips to Belize, Ghana, Mexico and Thailand which provided amazing opportunities and experiences for the 45 participants and 13 leaders who took part. The service element is an important aspect of the international trips. For example, in 2017 the Ghana trip were involved in teaching at a local Ghanaian school as well as helping to build a floor for one of the classrooms and the Mexico trip worked on various activities with children from a local orphanage.

RSPB Partnership

The partnership with the RSPB continued with August marking the start of the third year of the partnership. Various activities took place as part of this including training at various smaller events within counties for leaders on how to connect girls to nature. A connection to nature workshop was also held at Cudham for leaders. Additionally, 208 girls and leaders attended an event held at the Pulborough Brooks RSPB reserve for the launch of the Brilliant Birds pack. The day involved a variety of nature activities such as a guided walk around the reserve, visiting a hide, pond dipping and making a bird feeder.



Stay Awhile

Girlguiding LaSER secured £10,000 from Girlguiding's membership growth and retention fund and ran a three-event roadshow called 'Stay Awhile' in strategically chosen areas of the region. The focus was on volunteer retention and involved a series of innovative trainings on topics including 'incentivising volunteers', 'lead into guiding', 'volunteerism' and 'enabling The Senior Section to stay involved', 'using data to grow guiding', all led by a high-calibre team who were head-hunted from across the country. Participants were all able to seek a grant towards their travel costs. Sessions included sharing of best practice and hearing alternative ways to encourage volunteers to stay for longer within Girlguiding. The roadshows were held in three venues in the region; Horley, Faversham and Blackfriars. Overall, 77 people attended.

We were delighted to be able to use the underspend (due largely to venues costing less than anticipated) to fund fifteen local volunteer retention projects - all participants had the opportunity to apply for up to £200 from the Stay Awhile seed fund for projects which linked directly to the topics explored at Stay Awhile.

Membership growth and retention

In July 2017, two lead volunteers for membership growth and retention were appointed each of whom is responsible for half of the counties in the region. Their role is to support counties with their growth plans and issues relating to growth. They identify funding available for growth, and support county commissioners and others with funding applications and ideas. In addition, they are developing the region's growth plan and working closely with the growth and insight team at Girlguiding.

We already have many units working in areas of deprivation. In the future there are plans to identify the top areas in the region where there is potential to widen our reach.

Impact of social media

Staff and volunteer teams responsible for our digital presence on social media have continued to raise the profile of the organisation using Facebook, Twitter and Instagram. Our approach to raising awareness of Girlguiding via social media is becoming more strategic, with the team now reporting results twice a year to the operations group, devising a digital strategy, supporting counties to achieve success on social media and ensuring that all region events have a social media communications plan.

The Girlguiding LaSER Facebook page receives an average of 32 new likes per month and the Twitter account 47 new followers per month. We carefully monitor trends in social media interaction, aligning this with our use of the platforms during large scale events and campaigns. We are able to track the age groups of those engaging with our posts and make informed decisions about the type of campaigns to create and who to aim them at in order to fulfil all strands the Girlguiding commitment of Being Our Best.

Supporting local PR

We have a team of three lead volunteers for PR within the region. Each has had certain counties allocated to them. Region lead volunteers for PR provide county PRAs (public relations advisors) with a dedicated point of contact for all queries and training needs. The lead PR team understand that the key priorities for local PR include digital communications, marketing and branding, engaging with the media, and overall confidence in being spokespeople for local guiding.

The team continues to work in close partnership with Girlguiding's communications and PR directorate and our designated PR officer. A partnership agreement and work plan are in place which covers our annual calendar of events and activities.

VOICE



Girlguiding LaSER Champions

In mid-2017, the lead volunteer for advocacy who was responsible for the Girlguiding LaSER Champions, stepped down to move into the growth role. It was decided that the Girlguiding LaSER Champions were better self-led, therefore the lead champion shifted into a more strategic role from that point. The champions meet regularly to work on their projects and campaigns, as well as to represent Girlguiding LaSER at events. They led on the development of the Parliament Week 2017 resource, supported the development of a region bereavement resource as well as delivered '#Take10', a resource designed to encourage girls to take a ten minute break to alleviate stress over the exam period.

Working with our ambassadors

Girlguiding LaSER has four ambassadors, all of whom have experience and expertise in a particular area. These range from STEM to adventure. They meet regularly and provide strategic support to the region in different forms; attending events both within guiding and beyond as well as sharing the work of Girlguiding LaSER within their networks. We continue to look to expand the number of ambassadors and explore new ways to involve them to further the work of Girlguiding LaSER.

Wider advocacy

Led by the marketing and communications team, we have continued to provide members with exciting opportunities to speak out about the positive impact of Girlguiding and the rights of girls and young women everywhere. Often represented by our group of Girlguiding LaSER Champions, we have taken part in wide range of advocacy events including International Woman's Day reception at City Hall, National Student Pride and Parliament Week.

CAPACITY



Finance

Girlguiding LaSER continued to be in a stable financial position during 2017 in terms of the underlying income and expenditure. There was an increase in the reserves of £62,427.

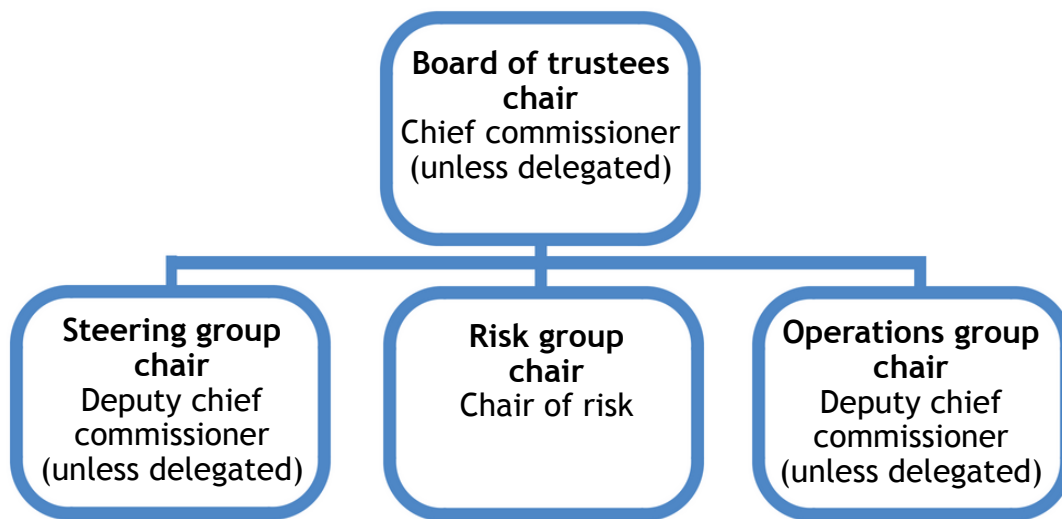
Governance review

The purpose of the governance review was to evaluate how the new arrangements were working, identify any new challenges and / or, opportunities, acknowledge any lessons to be learned, and areas that can be improved. The review process in early 2016 was led by the chair of the board of trustees, supported by the chief executive.

The result of the review was reported to the board of trustees and an action plan was developed to address the issues identified and, or, areas requiring improvement. The board of trustees also agreed two further changes to the composition of the board. It was agreed that there would no longer be a requirement for a member of the operations group to be an ex officio member of the board; and to increase the number of young members on the board. The board also agreed that from 1 January 2017 the chair of the risk group did not have to be the trustee treasurer.

The new chief commissioner also made some slight changes to the governance arrangements, whereby the steering group and operations group would be chaired by her deputy chief commissioners.

Charity governance code - Girlguiding LaSER recognises that good governance is fundamental to its success. LaSER and its trustees are continually working towards achieving the highest standards of governance, by reference to the principles and recommended practice of the charity governance code.



Processes

We will have processes and systems in place that are fit for purpose and change with our needs.

Staff

Due to career progression and relocation reasons staff turn over was high in 2017. The region took this as an opportunity to restructure. All vacant posts have been advertised with the intention of all posts being filled by early 2018.

Outdoor centres

1. Cudham Shaws Outdoor Centre

Over the winter, maintenance work was carried out; including woodland work interior decorations, new furniture in “Badgers” and new branded signage across the site. A new 30m zip wire was installed in the woodland between the top and lower sites; this purchase was funded from the operating surplus from the merchandise sales at the Big Gig.



During 2017, seven successful “girl” programmed day events were held; attracting nearly 500 Rainbows, Brownies, Guides and members of The Senior Section, providing opportunities for girls to have fun and adventure in the outdoors at Cudham Shaws. The evening campfires were also well attended.

Cudham Shaws continued to develop the LaSER partnership with the RSPB and as a result a resource box including 20 pairs of binoculars and the Brilliant Birds activity pack was made available for units/groups to borrow -free of charge! RSPB volunteers also led some of the sessions at the “girl” events.

September saw the return of the popular “September Madness event” - An overnight challenge for Guides 13+ and members of The Senior Section which attracted 84 girls. They all said that they had enjoyed doing outdoor activities in the dark “without their leaders”.

These events relied very heavily on the support of adult volunteers; Friends of Cudham and local Trefoil Guilds to run bases, supply tea and coffee for leaders, car park marshals, reception and running the mobile shop.

Friends of Cudham Shaws ran a number of social and fundraising events throughout the year and gave a donation of £2,000 to Cudham Shaws; 6 new grass sledges were purchased to replace the 4 old ones and other activity equipment which could be hired; particularly by day and evening users.

During the summer fifteen volunteers from Lloyds Bank spent two days at Cudham Shaws on a “give to give” basis. They painted the outside and inside of Sycamore Lodge and the toilets.

2. Chigwell Row

Chigwell Row had a busy year in 2017. The cave was opened in September largely funded by a bequest. It has become a successful activity being booked regularly. Nightline was launched in 2017 and has been hugely successful. All other activities continue to be popular. Looking towards to 2018 the campsite is developing a bushcraft programme working alongside the RSPB’s Brilliant Birds box and Forest Schools.

There have been several successful events including a Baden Powell adventure with a driving theme in March; “Come to Camp” in July where members of BASC brought clay pigeon shooting to the campsite for the day and taught the girls about gun safety and handling as well as how they can get involved in the sport. At “Brownie Rainbow Day” in September, Rainbow’s celebrated their sections 30th birthday in style with a Rainbow themed event.



Friends of Chigwell continue to raise funds to support the campsite and enjoyed many supporters’ suppers, lunches and a strawberry tea which was well attended.

EXCELLENCE



Looking forward Strategic Objectives and Delivery

We will continue to deliver Safe Space training, training for commissioners, tutors and prospective tutors.

We will broaden our Peer Education offering and start by recruiting a region peer educator coordinator.

We will continue to hold large scale events for the region including a big sleepover to celebrate world thinking day and region camp in the summer.

We will continue to work with partners to enable girls to learn new things. This includes continuing our partnership with the RSPB to deliver a new challenge pack for 2018. We will have a new partnership starting in September 2018 with Macmillan Cancer Support. The aim of the partnership is to raise £72,000 for their cause through a variety of different fundraisers and badge sales.

Girlguiding LaSER International Opportunities (LaSERIO) are for Guides and Senior Section members aged 14-18 at the time of travel. One of the four LaSERIO expeditions is for adults only where participating members need to be aged 18-25 at the time of travel. Our 2018 LaSERIO trip destinations are Costa Rica, Cambodia, Ecuador and Malawi.

ACCESS



Using a £10,000 grant to improve transition of girls between sections, we will be putting on 'Mission Transition' events in the region, exploring the reasons why girls leave and how we can encourage them to take their next step into Girlguiding.

Croydon/Surrey East and Kent West (Ebbsfleet) have secured funding for development workers from Girlguidings 'Space to Grow' project funded by the Pears Foundation. This is a two year project and the development workers aim is to recruit 48 leaders.

We will also be supporting a national Girlguiding recruitment campaign in September 2018 and new programme launch in July 2018 continuing to raise our profile using social media.

VOICE



We are soon to launch our new region website and stand-alone Cudham campsite website. Our region website will be used to showcase girl voice through new blogging functionality. Our aim will be to recruit voices from each county across the region to blog to bring locality to a previously 'London centric' site and share learnings from different units.

Members of The Senior Section will continue to spearhead 'voice'. A working group, made up of 10 Queen's Guides, is reviewing how we communicate with older members and will deliver their findings for the first year of distribution.

LaSER Champions are working on this year's Parliament Week resource for the second consecutive year. In a significant year for women, we will be looking to encourage celebration and commemoration of 100 years of the female vote including endorsing a challenge pack created by members of the Egham Rangers to celebrate #Vote100 and encourage members to attend Processions a march in celebration of women's suffrage.

We will review our Ambassador offering through formalising the role, benefits and expectations. By the end of the year we want more ambassadors who have a variety of specialisms and who speak out on issues relevant to girls and young women.

CAPACITY



We are recruiting for a new Treasurer Trustee, ensuring that we choose a candidate whose skillset is compatible with the needs of the board.

Staff and volunteers will work with Girlguiding to ensure we're GDPR compliant and promote best practice to counties. We will undertake a photo library review and cleanse as well as prompt members to opt into the Girlguiding preference centre to enable them to receive region e-newsletters.

File sharing between staff and volunteers will be reviewed to avoid duplication and to be GDPR compliant. The aim will be to host all files in secure cloud software to enable both staff and volunteers to access documents relevant to their roles.

A number of LaSER Champions are coming to the end of their tenure. We will recruit more LaSER Champions (aged 16-26 years) to act as the Regions girl voice and formulate new campaigns.

We will be looking to recruit new peer educators later in the year.

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)

Income and expenditure for the year are detailed in the SOFA. Total income for the year amounted to £1,126,321 (2016: £1,116,385) and total expenditure amounted to £1,063,896 (2016: £1,106,883). Income and expenditure varies from year to year mainly depending on the charitable activities and events held by the region. The net surplus for the year amounted to £62,425 (2016: net surplus of £9,502), mainly due to an increase in membership subscriptions.

The main sources of income for the Charity were from:-

1. Membership subscriptions, where the underlying subscription payable by members increased by 55p, £552,005 (2016: £528,235).
2. International activities, £166,735 (2016: £217,226).
3. Income from our campsites £214,942 (2016: £194,098). In 2017 we ran two sites.
4. Large scale events in 2017 raised £72,478 per note 4 (2016: £96,956).

The main expenditure on charitable activities comprised:-

1. Staff costs £421,428 (2016: £416,338).
2. International trips (including share of support costs) £296,672 (2016: £340,795).
3. Expenditure from our campsites (including a share of support costs) £476,836 (2016: £348,527).
4. Large scale events (including a share of support costs) £164,628 (2016: £255,767).

Balance sheet

The total net assets for the year increased by £62,427 in 2017 compared to last year. In 2017 they were £1,532,492 and in 2016 they were £1,470,065. Most of our assets are held in cash in interest bearing accounts. The closing cash balances were £1,058,102 (2016: £986,255).

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’.

The board of trustees adopts a risk based approach to the reserves policy.

1. Identify specific risk and create a designated fund for such risks.
2. Protect against an unforeseen reduction in income by retaining 6 months’ worth of running costs.
3. Allow for 25% of annual running costs to take advantage of un-forecast opportunities or expenditure.

The board of trustees, with the support of the risk group, reviewed the reserves policy during the year to ensure that it fully reflected the needs of the charity.

Reserves calculations

The reserves held by LaSER should be:	2017	2016
Total running costs (administration, establishment, finance and payroll)	390,384	375,422
Reserves calculation breakdown	2017	2016
6 months of running costs	195,192	178,711
25% of running costs for unforeseen eventualities	97,596	89,355
Total reserves to be held:	292,788	268,066
The reserves held by Girlguiding LaSER were:	2017	2016
Total general reserves at year end	1,172,491	867,380
Less fixed assets in general reserves	(164,421)	(171,179)
Total:	1,008,070	696,201

Actual free reserves held at the end of 2017 were £1,008,070 (2016: £696,201). The board of trustees is currently developing strategic plans to invest further to the benefit of the membership.

Designated funds

The specific uses and needs met by the designated funds are detailed separately in notes to the financial statements (see note 14).

Fundraising statement

Fundraising activities are undertaken in the following cases:

- International trips - The participants will undertake fundraising activities when raising funds for their international trips either as a group or individually. The fundraising procedures are clearly laid out for the participants in the 'International trip guidelines'. These are issued to all the groups that are taking part in international trips.
- Friends of Cudham and Friends of Chigwell campsites - friends of the campsites will be undertaking fundraising activities to raise funds for the campsites.
- Fundraising was undertaken on behalf of the charity and monitored by fundraising organisers themselves. Procedures are clearly defined for participants who undertake fundraising. No professional fundraisers were used and all due procedures were followed. There was no failure reported to the charity. No complaints were received for the fundraising activities that were undertaken. All steps were taken to protect vulnerable people and others from unreasonable intrusion on personal privacy. There were no unreasonable persistent approaches made or undue pressure put on individuals or groups in the course of the fundraising.

Risk policy 2017

The risk group was delegated responsibility for the detailed reviewing of the risk register on behalf of the board of trustees. The risk register is reviewed annually by the board of trustees.

More than 60% of the items on the risk register were classified as compliant.

The other 40% include new policies, systems and procedures which have been established in order to mitigate any identifiable risks. These were previously discovered to be either:

1. Non-compliant but risk mitigated (the controls expected were not in place, however another process that managed the risk was in place).
2. Non-compliant (the controls expected were not in place nor were there any other methods for managing that risk.)

The areas judged to be of highest risk were:

Risk Type	Risk detail	Control
Finance risk: Budgetary control and monitoring	Failure to appoint a trustee treasurer to protect assets.	Currently one of the trustees' is covering the role of trustee treasure supported by the region manager who is a qualified accountant. The organisation is actively advertising for a new trustee treasurer. In 2018, trustees will be attending financial training and a salaried finance manager will be employed to offset the risk.
Governance risk: Properties and campsites	Failure to protect campsite assets due to lack of control and influence over campsite strategy.	The acting region manager and the operations group have become more involved in the development of the campsites.
External risk: Marketing and communication	Failure to manage adverse media coverage, including social media, resulting in reputational damage to Girlguiding LaSER.	A social media policy is being established; volunteers currently monitor negative comments on all social media outside of office hours.

Investment policy

When setting the investment policy the board of trustees considered the risk and rewards of returns and their duty to safeguard the charity assets. The cash assets were managed as follows:

Working capital was kept in an instant access deposit account which overnight swept cash to and from the current account. Both accounts are held with NatWest.

Capital that was not immediately required nor part of the general working capital was held on deposit with Virgin Money offering a better interest rate. This account has instant access. Requirements were reviewed by the finance department on a quarterly basis.

Any capital that was not expected to be used within the year was held in a COIF share account with CCLA.

The board of trustees, with the support of the risk group, reviewed the investment policy during the year. They will do so on an annual basis to ensure that it fully reflects the needs and risk appetite of the charity.

Remuneration

- **Pay structure**

Girlguiding LaSER were committed to ensuring that we paid our staff fairly and in a way which ensured we attracted and retained the right skills to have the greatest impact in delivering our charitable objectives.

In determining Girlguiding LaSER's remuneration policy the board of trustees took into account all factors which were deemed necessary. The objective of the policy was to ensure that the chief executive and staff team were provided with appropriate incentives to encourage enhanced performance and were, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity.

- **Remuneration Review**

The chief executive, chief commissioner and lead volunteer for HR undertook a review of staff pay awards, including any bonuses, and will continue to do so on an annual basis. This review was based upon the staff performance review and changes to the inflation rate. In 2017 the pay structure was brought in line with Girlguiding. Staff at Girlguiding LaSER now receive 'Outer London Weighting'.

- **Other emoluments**

The board of trustees reviewed and ratified the pension arrangements and any termination agreements; all of which were in line with statutory and regulatory guidelines. The board of trustees was supported in their decision by HR and similar experts in this field.

During the year, the highest paid individual in the charity was the chief executive who was paid £50,684 annually including all emoluments.

The ratio relationship between the chief executive and the median paid staff member is 1:2.28.

- **Pensions**

The law on workplace pension has changed. Under the Pensions Act 2008, every employer in the UK must put certain staff into a pension scheme and must contribute to it. This is called auto enrolment. In 2015 Royal London were instructed to take over as LaSER's pension provider. LaSER's staging date was November 2016 which has been met. The pension scheme is fully compliant with auto enrolment legislation and its governance will be reviewed by the board of trustees. Contributions to the scheme are a set percentage of individual salaries and are charged to the general fund as incurred.

Financial statements for 2017

The annual financial statements for 2017 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 5 August 2018.

Annual report

This report was approved by the board of trustees on 5 August 2018. The chief commissioner in her role as chair was authorised to sign the report and financial statements on its behalf.



Sally Christmas
Chief Commissioner and Chair Board of Trustees
5 August 2018

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 Guide Association London and South East England Region Trustees

Opinion

We have audited the financial statements of The Guide Association London and South East England Region (“the Charity”) for the year ended 31 December 2017 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2017 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions related to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Trustee Annual Report, other than the financial statements and our auditor's report thereon. The other information comprises: Report of the Board of Trustees. The Trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 require us to report to you if, in our opinion;

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- adequate 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.

Responsibilities of trustees

As explained more fully in the Statement of the Board of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity'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 the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the act and relevant regulations made or having effect thereunder.

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 an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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 charity's 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 trustees as a body, for our audit work, for this report, or for the opinions we have formed.

BDO LLP
Statutory Auditor
London,
United Kingdom

Date:

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under 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

Year ended 31 December 2017

	Note	Unrestricted Funds General Funds £	Designated Funds £	Restricted Funds £	2017 Total Funds £	2016 Total Funds £
Income						
Income from generated funds:						
Donations and Legacies	2	553,162	24,977	36,541	614,680	547,820
Income from other	3					
Trading activities		12,143	42,997	-	55,140	47,669
Investment		2,347	-	-	2,347	4,610
Income from charitable activities	4	239,213	214,942	-	454,155	516,286
Total income		806,865	282,916	36,541	1,126,322	1,116,385
Expenditure						
Costs of raising funds	5	-	23,352	-	23,352	25,270
Expenditure on	6					
charitable activities		551,203	488,736	605	1,040,544	1,081,613
Total expenditure		551,203	512,088	605	1,063,896	1,106,883
Net income/						
(expenditure) before						
transfers		255,662	(229,172)	35,936	62,426	9,502
Transfers between funds	14/15	49,449	(9,449)	(40,000)	-	-
Net movement in funds		305,111	(238,621)	(4,064)	62,426	9,502
Balances brought forward at 1 January 2017		867,380	358,572	244,113	1,470,065	1,460,562
Balances carried forward at 31 December 2017		1,172,491	119,951	240,050	1,532,492	1,470,065

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

The notes on pages 39 to 51 form part of these accounts.

Balance sheet

Year ended 31 December 2017

	Note	2017		2016	
		£	£	£	£
Fixed assets					
Tangible fixed assets	9	493,626		468,445	
Current assets					
Stock	10	35,519		42,433	
Debtors	11	66,759		60,582	
Bank and cash balances (interest bearing accounts)		1,058,102		986,255	
		1,160,380		1,089,270	
Creditors: amounts falling due within one year	12	(121,514)		(87,650)	
Net current assets		1,038,866		1,001,620	
Provision for liabilities and charges		-		-	
Net assets	13	1,532,492		1,470,065	
Funds					
Unrestricted funds:					
General funds		1,172,491		867,380	
Designated funds	14	119,951		358,572	
Restricted funds	15	240,050		244,113	
Total		1,532,492		1,470,065	

The accounts were approved and authorised for issue
by the Trustee Board on 5 August 2018 and signed on behalf by:



Sally Christmas (Chair of the Trustees and Chief Commissioner)

Statement of cash flows

Year ended 31 December 2017

Cash flows from operating activities

	2017	2016
	£	£
Net cash provided by (used in) operating activities	137,374	(97,791)
Cash flows from investing activities		
Dividends, interest and rents from investments	2,347	4,610
Purchase of tangible fixed assets	(67,874)	(12,706)
Disposal of tangible fixed assets	-	-
Net cash provided by (used in) investment activities	71,847	(105,887)
Change in cash and cash equivalents in the reporting period	71,847	(105,887)
Cash and cash equivalents at the beginning of the reporting period	986,255	1,092,142
Cash and cash equivalents at the end of the reporting period	1,058,102	986,255

The notes on pages 39 to 51 form part of these accounts.

Notes to the financial statements

Year ended 31 December 2017

1. Accounting policies

(a) Basis of accounting and scope of the accounts

The financial statements comprise the activities of the Region, which includes those of the two sites operated by the Region at Chigwell Row and Cudham.

The accounts (financial statements) have been prepared under the historic cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16th July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Girlguiding LaSER constitutes a public benefit entity as defined by FRS 102.

The trustees consider that there are no material uncertainties about Girlguiding LaSER's ability to continue as a going concern. There are no material assumptions, judgements or uncertainties contained in the accounting policies adopted for the preparation of the financial statements.

(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 Board of Trustee. 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 Board of Trustees for any purpose.
- Designated funds: Designated funds are those funds set aside by the Board of Trustees 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 14.
- 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 15.

(c) Income

There are three main income streams for the Charity; Annual Subscriptions received the membership within the London and South East region, International trip payments are made for those participating in trips organised by the Charity, Campsite income is generated from the provision of accommodation, camping opportunities, events and activities and the campsite.

All income is 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) Expenditure

The expenditure of the Region is analysed around the activities of the Charity. The programme and training activities are run for the benefit of the region as a whole, the expenditure on international activities reflects the cost of paying for and organising the trips, the expenditure on campsites covers the cost of operating the site, marketing and publicity is mainly concerned with raising awareness throughout the Region and the grants payable comprise payments made to other Girlguiding charities to assist with capital expenditure.

The staff costs are allocated against each expenditure heading firstly on the basis that it is directly attributable to that activity and secondly, if not directly attributable, it is allocated on a percentage share of the total cost. Support costs are allocated on a percentage share of the total cost. All expenditure is charged on an accruals basis.

(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 or 50 years

Furniture, fittings and office equipment: 10% - 20% straight line

Motor vehicles: 25% reducing balance

All fixed assets acquired 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 13. These funds are then used to write off the asset over its estimated useful life.

(f) Stock

Stock is valued at the lower of cost and net realisable value.

(g) Operating leases

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

(h) Pensions

The region contributes to a money purchase pension scheme on behalf of its employees. The scheme is operated by Royal London 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.

(i) Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing financial statements, it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. There are no areas of critical estimate or significant judgement that affect the preparations of these financial statements.

Notes to the financial statements - Year ended 31 December 2017

2 Donations and Legacies

	Unrestricted Funds 2017				Unrestricted Funds 2016			
	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Subscriptions	551,975	30	-	552,005	528,064	171	-	528,235
Donations	1,187	24,947	36,541	62,675	673	1,821	17,091	19,585
Total	553,162	24,977	36,541	614,680	528,737	1,992	17,091	547,820

3 Income from other Trading activities

Campsite shops and other trading income	12,143	31,211	-	43,354	3,446	31,347	-	34,793
Rental income	-	6,369	-	6,369	-	6,369	-	6,369
Fundraising events by Friends' groups	-	5,417	-	5,417	-	6,507	-	6,507
Total	12,143	42,997	-	55,140	3,446	44,223	-	47,669

4 Income from charitable activities

International activities	166,735	-	-	166,735	217,226	-	-	217,226
Grants	-	-	-	-	-	-	8,006	8,006
Programme and training activities	72,478	-	-	72,478	96,956	-	-	96,956
Campsites - activities	-	214,942	-	214,942	-	194,098	-	194,098
Total	239,213	214,942	-	454,155	314,182	194,098	8,006	516,286

Notes to the financial statements - Year ended 31 December 2017

5 Costs of raising funds

	Unrestricted Funds				Unrestricted Funds			
	2017				2016			
	General Funds	Designated Funds	Restricted Funds	Total Funds	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£	£	£	£	£
Fundraising events	-	3,006	-	3,006	-	1,371	-	1,371
Campsite shops and merchandise	-	20,346	-	20,346	-	23,899	-	23,899
Total	-	23,352	-	23,352	-	25,270	-	25,270

6 Expenditure on charitable activities

	2017				2016			
	General Funds	Designated Funds	Restricted Funds	Total Funds	General Funds	Designated Funds	Restricted Funds	Total Funds
International activities	296,672	-	-	296,672	340,465	-	330	340,795
Grants payable	-	11,900	-	11,900	-	380	-	380
Programme and training activities	164,628	-	-	164,628	255,767	-	-	255,767
Marketing and publicity	89,903	-	605	90,508	105,080	-	31,064	136,144
Provision of Campsites	-	476,836	-	476,836	-	348,527	-	348,527
Total	551,203	488,736	605	1,040,544	701,312	348,907	31,394	1,081,613

Staff costs of £421,428 (2016: £416,338) and support costs of £133,802 (2016: £115,824) have been shared across and included in the above activities.

Notes to the financial statements - Year ended 31 December 2017

7 Auditor Costs

	2017	2016
	£	£
Audit	6,250	6,048
Total	6,250	6,048

8 Staff costs

	2017	2016
	£	£
Gross pay	347,110	346,677
Social security costs	27,188	27,364
Other pension costs	24,055	42,297
Termination payment	23,075	-
Total	421,428	416,338

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

	2017	2016
RHQ	8.2	8.2
Campsites	4.9	5.1
Growing Guiding	0.5	1.3
Total	13.6	14.6

The key personnel of the charity comprised the Chief Executive for whom the total emoluments were £50,684 in 2017 (2016: £46,125). No trustee received any remuneration in either 2017 or 2016.

9 Fixed assets

Land and buildings

	Freehold	Long leasehold	Short leasehold	Fixtures fittings and equipment	Total
	£	£	£	£	£
Cost					
At 1st January 2017	296,972	551,595	56,612	348,500	1,253,679
Additions	-	-	-	67,874	67,874
Disposals	-	-	-	-	-
At 31st December 2017	296,972	551,595	56,612	416,374	1,321,553
Depreciation					
At 1st January 2017	148,487	283,044	56,612	297,092	785,235
Charge for the year	5,940	9,422	-	27,330	42,692
Disposals	-	-	-	-	-
At 31st December 2017	154,427	292,466	56,612	324,422	827,927
Book Value					
At 31st December 2017	142,545	259,129	-	91,952	493,626
At 31st December 2016	148,486	268,551	-	51,408	468,445

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

10 Stock

The Stock Figure of £35,519 (2016: £42,433) represents goods and badges for resale valued at cost

Notes to the financial statements - Year ended 31 December 2017

11 Debtors

	2017	2016
	£	£
Prepayments of general expenses	12,329	20,158
Prepayments of future activity expenses	42,645	11,594
Other debtors	11,785	28,830
Total	66,759	60,582

12 Creditors

	2017	2016
	£	£
Social security and other taxes	7,794	7,513
Other creditors	15,742	15,403
Accruals for general expenses	20,531	33,176
Accruals and deferred income for future activities	77,447	31,558
Total	121,514	87,650

13 Analysis of net assets

	Fixed Assets	Cash and bank balances	Other net current assets/ (liabilities)	Provision for liabilities and charges	2017 Total	Fixed Assets	Cash and bank	Other net	Provision for liabilities and charges	2016 Total
	£	£	£	£	£	£	£	£	£	£
General funds	164,421	1,019,239	(11,168)	-	1,172,492	171,179	681,502	14,698	-	867,379
Designated funds	178,178	(50,160)	(8,068)	-	119,950	139,629	218,276	667	-	358,572
Restricted funds	151,027	89,023	-	-	240,050	157,636	86,477	-	-	244,113
Total net assets	493,626	1,058,102	(19,236)	-	1,532,492	468,445	986,255	15,365	-	1,470,064

14 Movements in funds

General Fund

These funds comprise the assets available to the Region's Executive Committee, 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 2017	Income	Expenditure	Transfer from/(to) general fund	Balance at 31 December 2017			Balance at 1st January 2016	Income	Expenditure	Transfer from/(to) general fund	Balance at 31 December 2016
		£	£	£	£	£			£	£	£	£	£
All except g are held at Region Headquarters:													
14a	Future Events Fund	28,715	-	-	-	28,715			66,328	-	-	(37,613)	28,715
14b	Development Grants Fund	10,000	-	(10,000)	-	-			10,000	-	-	-	10,000
14c	Region Chief Commissioner's Discretionary Fund	5,173	-	(100)	-	5,073			5,173	-	-	-	5,173
14d	Staff House Fund	29,747	6,369	-	-	36,116			23,915	6,369	(537)	-	29,747
14e	Held at and on behalf of Campsites	264,260	263,293	(498,306)	-	29,247			400,708	233,874	(370,322)	-	264,260
14f	International Travel Fund	550	-	-	1,853	2,403			-	-	-	550	550
14g	Dee Duckett Fund	-	2,201	(1,800)	-	401			-	-	-	-	-
14h	Cudham Activities	11,302	-	-	(11,302)	-			11,302	-	-	-	11,302
14i	Capital Investment Funds	8,826	-	-	-	8,826			10,000	-	-	(1,174)	8,826
14j	Friends of Cudham	-	1,882	(1,882)	-	-			3,248	70	(3,318)	-	-
14k	New Programme Fund	-	9,171	-	-	9,171			-	-	-	-	-
Total		358,572	282,916	(512,088)	(9,449)	119,951			530,674	240,313	(374,177)	(38,238)	358,572

- 14a 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.
- 14b 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.
- 14c The Region Chief Commissioner's Discretionary Fund, consists of donations received for use at her discretion. The expenditure represents grants made to individuals during the year.
- 14d The Staff House Fund is monies charged as rent on properties occupied by staff to be used for maintenance of properties.
- 14e 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.
- 14f 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.
- 14g Dee Duckett memorial fund - to support international activities.
- 14h Funds set aside for activities at Cudham campsite.
- 14i Capital investment fund has been set up for future capital investments
- 14j Donation from Friends of Cudham for purchase of equipment.
- 14k Fund for the new programme being launched on 21 July 2018.

Notes to the financial statements - Year ended 31 December 2017

15 Movements in funds Restricted funds

		Balance at 1st January 2017	Income	Expenditure	Transfer to general fund	Balance at 31 December 2017		Balance at 1st January 2016	Income	Expenditure	Transfer to general fund	Balance at 31 December 2016
		£	£	£	£	£		£	£	£	£	£
	Held at Region Headquarters:											
15a	Chief's Memorial Fund	15,896	3,929	(500)	-	19,325		10,555	5,671	(330)	-	15,896
15b	Edwards Legacy	5,100	-	-	-	5,100		5,100	-	-	-	5,100
15c	King George VI fund	6,394	905	-	-	7,299		5,265	1,129	-	-	6,394
	Youth Utd	-	-	-	-	-		13,263	8,006	(21,269)	-	-
15d	Join Us	8,956	-	(105)	-	8,851		18,751		(9,795)	-	8,956
	Held at or on behalf of campsites:											
15e	Cudham - Brownie House	101,834	-	-	-	101,834		101,834	-	-	-	101,834
15e	- Badgers House	33,696	-	-	-	33,696		33,696	-	-	-	33,696
15e	Chigwell Row - Holiday House	60,299	-	-	-	60,299		60,299	-	-	-	60,299
15f	- Mobility Scooter	1,648	-	-	-	1,648		1,648	-	-	-	1,648
15g	Membership Development Fund (CHQ)	10,000	-	-	(10,000)	-		-	10,000	-	-	10,000
15h	Buchanan Legacy	291	207	-	-	498		-	291	-	-	291
15i	Joyce Bennett Legacy - Chigwell	-	30,000	-	(30,000)	-		-	-	-	-	-
15j	Mary Lewis Legacy - Cudham	-	1,500	-	-	1,500		-	-	-	-	-
	Total	244,113	36,541	(605)	(40,000)	240,050		250,410	25,097	(31,394)	0	244,113

- 15a Chief Memorial Fund - The fund is to be used for international travel grants. The Region has the discretion regarding eligibility and application process. The Region can determine whether to target the grants to a particular group of members/units or a particular type of trip, or to keep it more open.
- 15b Edward Legacy fund - To send Guides and Young Guiders to Our Chalet in Switzerland. Fund being reviewed by Girlguiding HQ who give us this grant.
- 15c The King George VI fund is to be used for Leadership training. Also for bursaries for attendance at Girlguiding UK or County Training Centres.
- 15d 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.
- 15e 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. This will be utilised to carry out works as per the survey findings.
- 15f The fund represents the current value of an all terrain mobility scooter funded by the Grange Farm Trust.
- 15g The funding can be applied to a variety of retention activities. Such as Event delivery, Girl/Volunteer support, Learning and Development, Training delivery.
- 15h Buchanan legacy - To be used at the Chief Commissioner's discretion.
- 15i Joyce Bennett legacy to be used towards Chigwell activities.
- 15j Mary Lewis legacy to be used towards Cudham activities.

16 **Financial commitments**

Minimum lease payments under operating leases were as follows:

	2017 Land and buildings £	2017 Other £	2016 Land and buildings £	2016 Other £
Operating leases expiring				
Not later than 1 year	-	9,246	-	8,518
Later than 1 year and not later than 5 years	-	6,909	-	13,972
Later than 5 years	-	-	-	-
Total	-	16,155	-	22,490

17 **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 bylaws of the Royal Charter to administer Guiding in each area.

Counties, Divisions, Districts and Units

Within the London and 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.

Material transactions with the Guide Association are as follows:

Income:

Grants received from the Guide Association

2017	2016
£	£
31,722	30,918

Notes to the financial statements - Year ended 31 December 2017

18 Reconciliation of net income/(expenditure) to net cash flow from operating activities

Net income /(expenditure) for the reporting period (as per the statement of financial activities)

Adjustments for:

Depreciation charge
Dividends, interest and rents from investments
Decrease (increase) in stock
(Increase) decrease in debtors
Increase (decrease) in creditors and provisions

62,426	9,502
42,692	31,556
(2,347)	(4,610)
6,915	(10,559)
(6,176)	15,149
33,864	(138,830)
137,374	(97,792)

19 Related Party Transactions and trustees' expenses and remuneration

The trustees all give freely their time and expertise without any form of remuneration or other benefit in kind (2016: £nil). Expenses paid to the trustees in the year totalled £191 (2016: £437). These expenses were made up of 5 trustees reimbursed for their travel expenses of £131 (2016: 4 trustees - £272) and miscellaneous expenses for 1 trustee of £60 (2016: 2 trustees - £164).

Amanda Finn is a Partner at Gullands Solicitors. In 2017 the following transactions took place between the Region and Gullands Solicitors: £3,360 for annual retainer legal advice (2016: £3,000) and £1,152 relating to HR advice (2016: £1,830).

20 Subsequent Events

On March 2018, the Guides LaSER has signed a new 5 year lease agreement on the Chigwell Row property. The lease agreement was signed on 8 March 2018. The Board of Trustees are currently assessing whether any dilapidations will need to be provided for in the year ending 31 December 2018, by using survey reports provided from the property surveyors to assess the cost likely to be incurred.