

# ANNUAL REPORT TO THE TRUSTEES



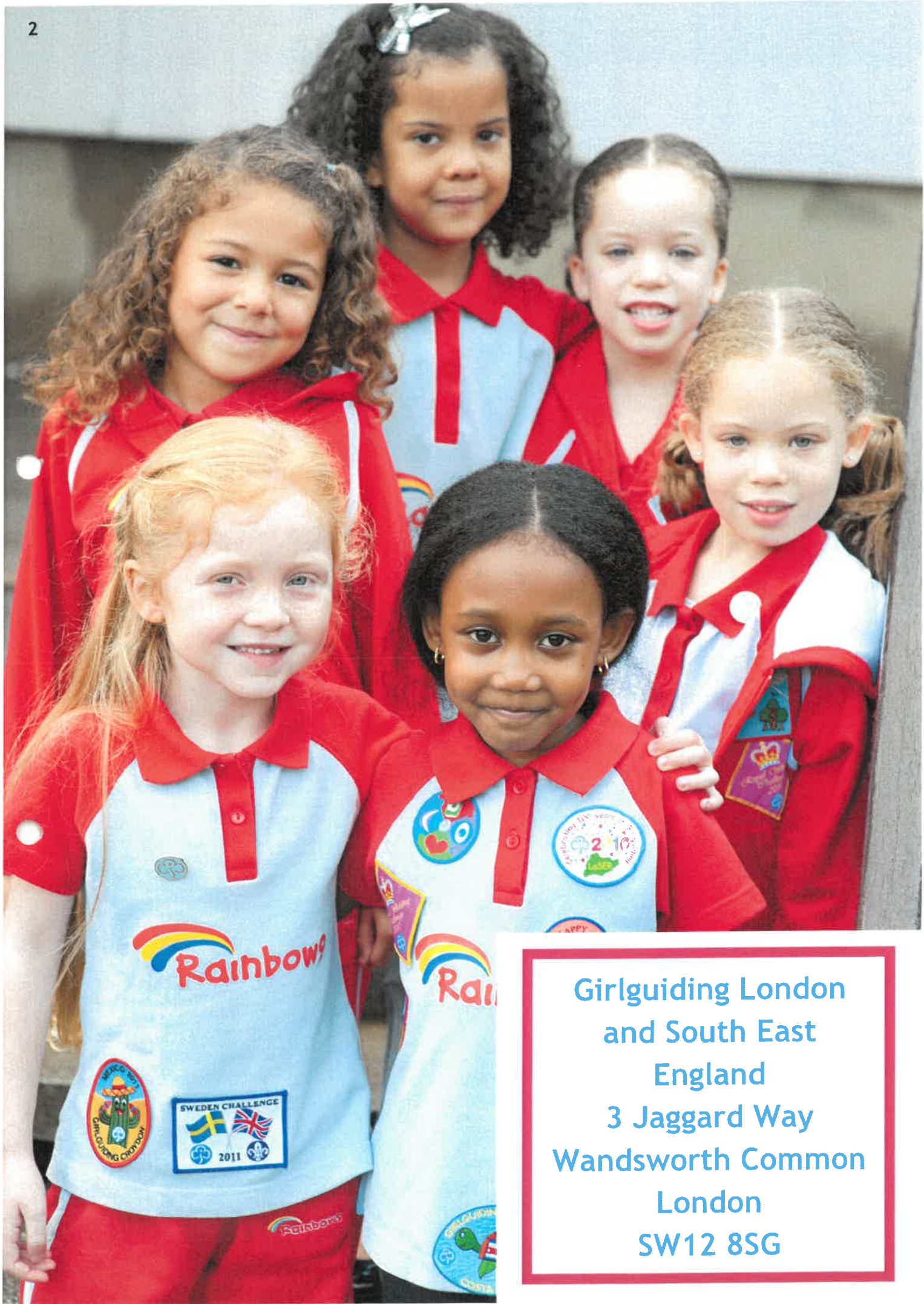
WE DISCOVER, WE GROW

## Girlguiding

London & South East England

THE GUIDE ASSOCIATION LONDON AND SOUTH EAST ENGLAND  
KNOWN AS **GIRLGUIDING LONDON AND SOUTH EAST ENGLAND**  
FOR THE YEAR ENDING 31 DECEMBER 2020





Girlguiding London  
and South East  
England  
3 Jaggard Way  
Wandsworth Common  
London  
SW12 8SG

## Message from the Chair of the Board of Trustees, The Chief Commissioner



I am pleased to be able to introduce Girlguiding London and South East England's (LaSER) report for 2020 on behalf of our trustees.

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 53,310 girls and young women in 3,422 units were members of the region in 2020. Despite the restrictions imposed as a result of the COVID-19 pandemic which meant that units could not meet face to face for most of the year, many of our Rainbows (aged 5-7 years), Brownies (7-10 years), Guides (10-14 years) and Rangers (14-18 years) have continued to enjoy a varied programme delivered via activity packs, newsletters and virtual meetings.

We are indebted to our 6,183 trained leaders (including assistant leaders and leaders in training), and 933 young leaders (aged between 14 and 18 years of age) who have continued to support and inspire their girls throughout the crisis. A substantial proportion are key workers, or have volunteered to support their communities, often inspiring their girls to do so too.

I'd like to take this opportunity to thank all of our volunteers, for their commitment to guiding and our young members including our network of 528 volunteer managers (known as commissioners).

Sadly, despite all of our efforts, membership numbers had begun to fall considerably at the end of the year which has had a big impact on our income from subscriptions. Although we are sure that the resumption of normal meetings and residential events will eventually help guiding in the region to grow again, the trustees have had to make some difficult choices to ensure our financial stability, including the sad decision to relinquish the leases for our campsites, Chigwell Row and Cudham Shaws in February 2021.

## Message from the Chair of the Board of Trustees, The Chief Commissioner



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: 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 has been a tremendous privilege to have led the team as their chief commissioner for the past five years and, as I step down from the role, I would like to thank them all for their dedication and commitment to Girlguiding in LaSER.

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

Sally Christmas  
Chief Commissioner and Chair of the Board of Trustees

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## 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 of 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 offers new experiences, ensures our leaders and volunteers receive excellent training and support in order to give inspirational leadership, and delivers 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

We will get better at all that we do for girls. We will work together to ensure that more girls from all backgrounds 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.

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. These sites both have associated 'Friends' groups.

### The board of trustees' structure

Voting members	Appointed by	Type
Chief commissioner	Chief guide	Ex officio
One deputy Commissioner	Chief commissioner	Ex officio
Two Steering Group representatives	Steering Group	Ex officio
Four membership trustees	Board of trustees	Elected
Two external trustees	Board of trustees	Elected
Trustee treasurer	Board of trustees	Elected

## 2020 board of trustees' members

Role	Name	Type	Term
Chief commissioner and chair of the board of trustees	Sally Christmas	Ex officio	23 July 2016 - 8 August 2021
Deputy chief commissioner and board member	Liz Smith	Ex office: operations group	23 July 2016 - 8 August 2021
Region manager	Amrita Sheldon	Non-voting	From August 2017
Board member	Catherine Breen	Membership representative	19 March 2017 - 18 March 2022
Board member	Rachael Graham	Membership representative	19 March 2017 - 18 March 2020
Board member	Alison Gregory	Membership representative	19 March 2017 - 18 March 2020
Board member	Lisa Barden	Ex officio: Steering group	1 July 2018 - 30 June 2022
Board member	Karen Binns	Ex officio: Steering group	1 July 2019 - 30 June 2021
Board member	Julie Lowe	Ex officio: Steering group	1 November 2020 - 31 October 2022
Board member	Alan Lees	Trustee treasurer	1 January 2019 - 31 December 2021
Board member	Matthew Thomas	External	1 January 2019 - 31 December 2021
Board member	Haf Rees	Membership representative	1 April 2020 - 31 March 2023
Board member	Kim Whitmore	Membership representative	1 April 2020 - 31 March 2023
Board member	Rebecca Whibley	Membership representative	1 April 2020 - 31 March 2023
Board member	Chandni Malhotra	Membership representative	1 January 2019 - 31 December 2021



## 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 appointed by the chief commissioner in consultation with the membership of the county. 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 five year term of appointment on the board.

Elected members of the board serve a maximum of three years with an option to extend for a further two 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 group and individuals being addressed.

## Other governance groups

The board of trustees is supported by The Operations Group, Risk Group, Steering Group & Property Group.

Each group was able to invite experts to join them to inform discussions.

Visitors had no voting rights.

Board of trustees Chair - Chief Commissioner (unless delegated)
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Steering Group Chair - Chief Commissioner (unless delegated)
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Operations Group Chair - Chief Commissioner (unless delegated)
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Risk Group Chair - Chair of Risk (unless delegated)
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Property Group - Chair of the Property Group (unless delegated)
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## 1. The Operations Group

This group deals with the day-to-day operations of the region: the region office, staff and campsites which are under supervision by the region manager as well as the volunteer operations of activities and adventure, learning and development and marketing and communications.

Role	Name	Type	Term
Chair	Liz Smith	Deputy chief commissioner	23 July 2016 - 8 August 2021
Member	Sally Christmas	Chief commissioner	23 July 2016 - 8 August 2021
Member	Helen Osborne	Chair of marketing & communications	1 January 2019 - 31 December 2021
Member	Jan Butler	Chair of risk group	7 June 2017 - 21 January 2021
Member	Amrita Sheldon	Region manager	From August 2017
Member	Collette Stone	Deputy chief commissioner (activities & adventure)	4 May 2017 - 8 August 2021
Member	Fiona Jackson	Lead volunteer for learning & development	1 July 2019 - 1 July 2022
Member	Hilary Chittock	Chair of property group	1 January 2019 - 31 December 2022
Member	Jooles Parkin	Chair of risk group	22 January 2021 - 22 January 2024

## 2. The Risk Group

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

Role	Name	Type	Term
Chair	Jan Butler	Chair of Risk Group	7 June 2017 - 21 January 2021
Member	Debra Griffiths	Girlguiding membership	31 May 2014 - 31 May 2021
Member	Amrita Sheldon	Region Manager	From August 2017
Member	Catherine Breen	Trustee	7 June 2017 - 7 June 2021
Member	Hilary Chittock	Girlguiding membership/Chair of Property Group	4 April 2018 - 3 April 2021
Member	Alan Lees	Trustee Treasurer	1 January 2019 - 31 December 2021
Member	Karen Hopper	Girlguiding membership	4 April 2020 - 4 April 2023
Member	Jooles Parkin	Girlguiding membership	22 September 2020 - 21 January 2021
Chair	Jooles Parkin	Chair of Risk Group	22 January 2021 - 22 January 2024

Bethany used the additional time that lockdown provided to complete lots of badge work. Being part of Brownies at that time was great for doing that in her spare time and made us all as a family engage with her in cookery, gardening, researching local history and even space or aviation!

- A Brownie parent, Chiddingfold Brownies

### 3. The Steering Group

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

Role	Name	Type	Term
Chair	Sally Christmas	Chief commissioner	17 September 2018 - 8 August 2021 (member from 23 July 2016 - 17 September 2018)
Chair	Liz Smith	Deputy chief commissioner	23 July 2016 - 8 August 2021
Member	Amrita Sheldon	Region manager	From August 2017
Member	Chris Martin	Chair of Trefoil Guild	November 2019 - October 2022
Member	County commissioners	County commissioners representing each of the 19 counties	N/A

## 4. The Property Group

This group reviews and informs on the region properties. This group has been disbanded in 2021 as a result of changes to the region's structure.

Role	Name	Type	Term
Chair	Hilary Chittock	Chair of the Property Group	1 January 2019 - 31 December 2022
Member	Collette Stone	Deputy Chief Commissioner (Activities and Adventure) from October 2018	1 January 2019 - 31 December 2022
Member	Janette Goss	County Commissioner	1 January 2019 - 31 December 2022
Member	Matthew Thomas	Trustee	1 January 2019 - 31 December 2022
Member	Debbie O'Halloran	Estate Manager	1 January 2019 - 30 September 2020
Member	Amrita Sheldon	Region Manager	From 1 January 2019
Member	Jacqueline Martyr	Girlguiding Membership	1 January 2019 - 31 December 2022
Member	Kerri Hurley	Outdoor Activity Advisor	22 November 2019 - 22 November 2022
Member	Hannah Roberts	County Commissioner	8 September 2020 - 7 September 2023

I am glad we had Brownies on Zoom otherwise I wouldn't be close to getting my Gold Award!

- Meggie, aged 9, 3rd Plumstead Common Brownies

## Professional advisors and consultants

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

### Banks

**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

**Brewers Chartered Accountants**

Bourne House, Queen Street, Gomshall, GU5 9LY

### Legal consultants

For Girlguiding:

**Bates Wells Braithwaite**

10 Queen Street Place, London, EC4R 1BE

For Girlguiding London and South East England:

**Gullands Solicitors**

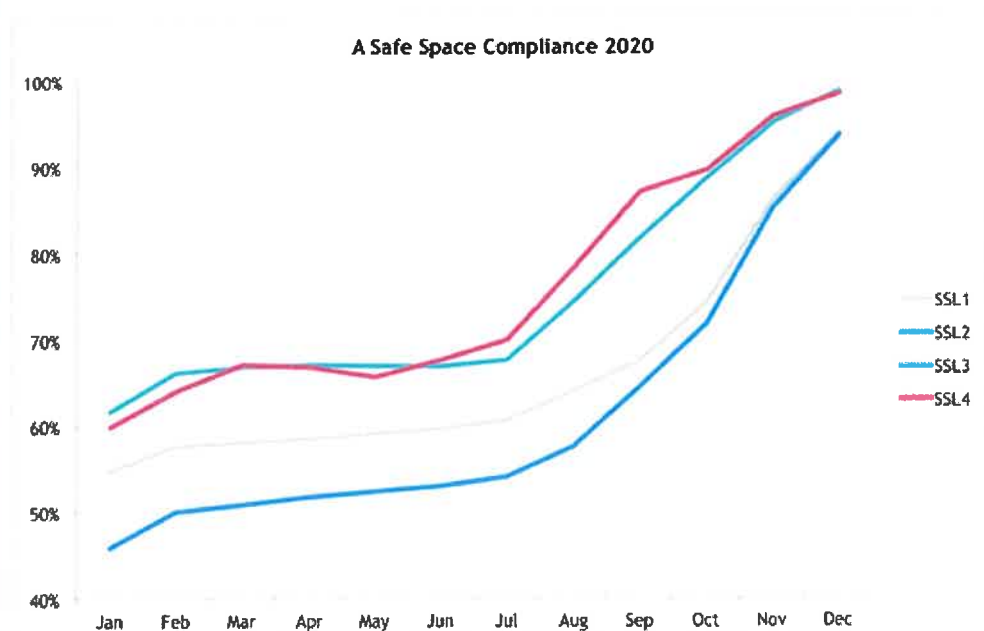
16 Mill Street, Maidstone, Kent, ME15 6XT

## Learning and development

In 2020 we moved our training sessions online following the restrictions due to the pandemic introduced in March. Our first region training day was able to take place in person on 28 February with 122 attendees. We would normally have planned our next region training day for June as an in-person event but this wasn't able to go ahead due the pandemic. We felt there was a strong need for training and support for our commissioners so the decision was made to find a way to provide this which led to the creation of our Toolkit training days (online training sessions using Zoom). The first one took place in June followed by further sessions throughout the year. We had 230 commissioners take part in our Toolkit sessions across 2020.

In 2020, our key priority was making sure all the volunteers in the region were compliant with the correct A Safe Space level for their role. As the pandemic meant no face-to-face training A Safe Space Level 3 & 4 was adapted to be delivered as an online training. In order that we could roll out this training, 33 of our trainers completed webinar training as well as sessions on how to train A Safe Space Level 3 & 4 online. During 2020 our region trainers held 72 A Safe Space Level 3 and 17 A Safe Space Level 4. The pandemic also impacted training for 1st Response so as a region we also supported counties in the later part of 2020 with their online 1st Response training and during 2020 we held 15 refresher sessions.

## A Safe Space in Girlguiding LaSER statistics



In September 2020, we held our annual one-day trainers conference on zoom with 60 trainers (including prospective trainers). The aim of the day was to provide an opportunity for trainers, prospective trainers & advisers to come together to reflect on the changes of the last few months, think ahead to the future & update their skills and knowledge to support them in their Girlguiding LaSER role.

Two workshops were held during the year for prospective trainers, tutors and reviewers. During 2020, our trainers and prospective trainers delivered 1,801 hours of training. This included 1,056 hours of A Safe Space training and 274 hours of 1st Response training. At the end of 2020, we have 4 adult volunteers who are becoming a trainer, 21 prospective trainers, 80 trainers, 20 tutors and 10 reviewers - this includes three trainers who have completed the training qualification during 2020.

In 2020 we had the following Duke of Edinburgh enrolments: Bronze 33 / Silver 14 / Gold 6. We also had the following DofE completions: Bronze 17 / Silver 7 / Gold 3.

We also held our first virtual region teams day on Zoom on 24 October. The purpose of the day was to give team members the opportunity to contribute to the plans for the future of Girlguiding LaSER, taking into consideration Girlguiding's new strategy, 'Today, Tomorrow, Together', and the challenges caused by the current pandemic. It also gave the region teams the opportunity to get to know each other better.

## Delivery

During 2020, three of our trainers completed additional training modules, further expanding the areas in which they can deliver training. The total of those able to deliver A Safe Space training is 41. Nineteen trainers are qualified to deliver 1st Response. During 2020 very few peer education sessions took place which is partly due to the difficulties around guiding moving online but also as a result of Girlguiding HQ being unable to extract the data from March to December of 2020. This was because of their staff furlough programme and the department restructure. In the latter part of 2020, peer education training was not offered by Girlguiding due to the pandemic. At the end of 2020, we have 10 peer educators.

"I just wanted to thank everyone very much for the fantastic day ...It was such a great experience, made all the better by the enthusiasm of all the staff. Such a special day, thanks again for organising it for us."

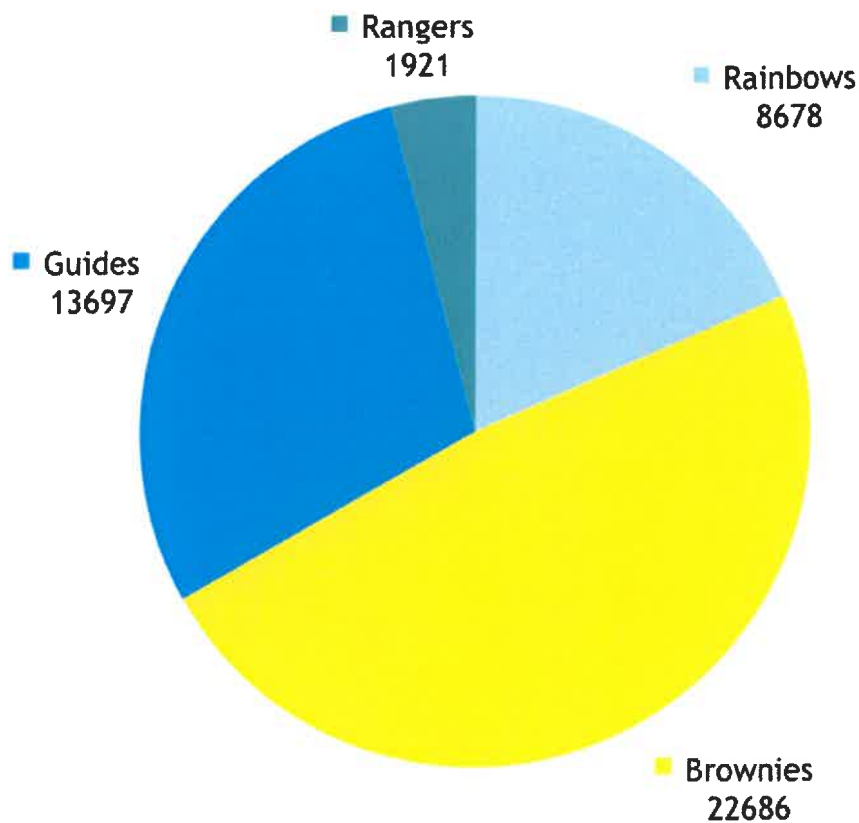
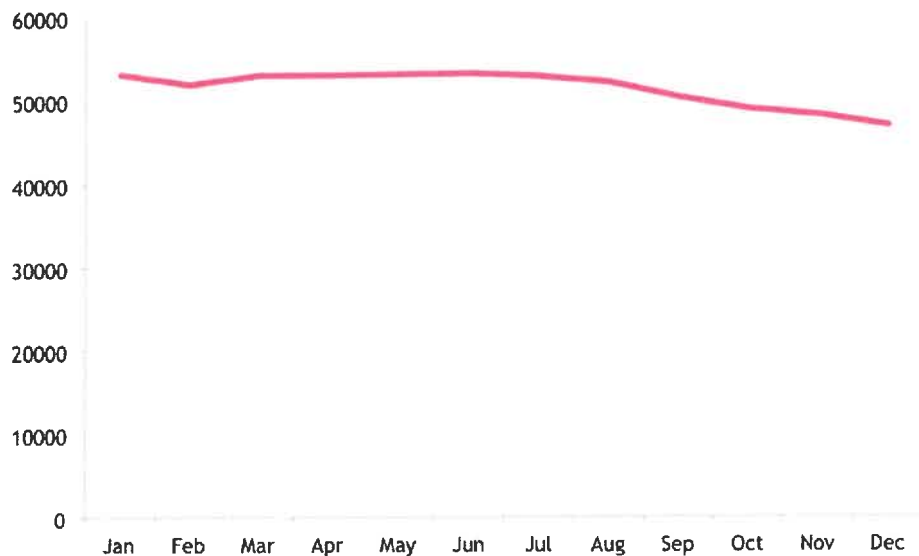
- Unit leader who attended Microsoft Store Takeover



## Membership data

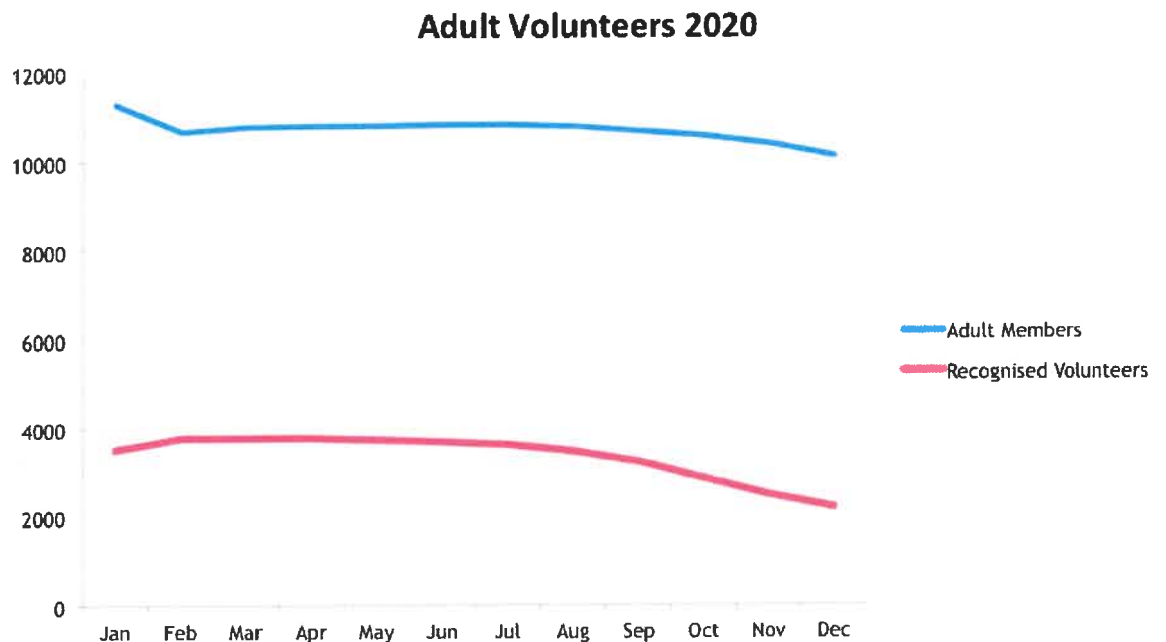
As a result of the pandemic during 2020 we experienced a significant drop in young member enquiries and in young member joiners, losing 6,242 members - approximately 22%. There was also a trend that units weren't taking girls in from the waiting list. Although we haven't experienced a significant difference in numbers for leavers or those waiting to transition to another section, unfortunately we haven't been able to recruit new members to fill those places.

### Young Members 2020



## Volunteers

During 2020 we also saw a decrease in adult volunteers which is due to a large reduction in volunteer enquiries and joiners as well as an increase in volunteers leaving. This year we also saw an increase in data cleansing on our membership database as a result of the A Safe Space compliancy deadline. Although we did see a decrease of 1,328 volunteers (38%) across 2020 we still have a strong waiting list for new volunteers, who we should hopefully be able to convert to active volunteers in 2021.



Doing the wildflowers event was my first time helping to run a region event, and it was really fun! It has definitely made me more confident on social media too.

- A member of The Hive

## Activities and adventure

### Brownies at Google

As part of the Girlguiding UK partnership with Google we were able to offer 100 Brownies from across the region the opportunity to attend a special event, Google's Digital Adventure Live, held at Google HQ on Wednesday 19 February 2020. The activities included using virtual reality headsets, programming robots and a talk from a YouTube presenter.

### International Trips

In 2020 we had planned four international region trips for members aged 14-18 years old at the time of travel. The locations for expeditions were Philippines, China, India and Kenya. However due to the COVID-19 outbreak we were forced to postpone all trips. Then in December 2020 we made the difficult decision to cancel the trips so no international trips would take place in 2021 either.

Also planned for 2020 was the European Jamboree in Gdansk, Poland. A group of approximately 80 young women were planning to represent Girlguiding LaSER at the event. Sadly this was postponed to 2021 and then eventually cancelled in October after the UK contingent withdrew.

### Lord Mayor's Show, Festival of Remembrance and the Cenotaph

In 2020 we had planned county representation at the Lord Mayor Show with a team from Sussex West creating a float and London North East supporting with the feeding station. Surrey East county were planning to be part of the Cenotaph parade and Middlesex East were due to support the Festival of Remembrance. All of these events were eventually cancelled as a result of the pandemic.

## Partnerships

### RSPB

The RSPB partnership was renewed during 2020 and during the year we encouraged units to complete the Together with Nature pack, Brilliant Birds pack and seasonal RSPB Growing Up Wild paw print badge. These packs were popular with units only able to meet outdoors for the majority of 2020 and for individuals to complete at home.

To encourage more connections to nature a small group of Girlguiding LaSER trainers supported the RSPB to create a new training programme throughout 2020 to be finalised in 2021. The purpose of the training is to encourage and support Girlguiding LaSER leaders in taking their units outside and experiencing nature. It will also support girls and young women to be a voice for nature.

### Metropolitan Police Service

To celebrate the one-year anniversary of our partnership with the Metropolitan Police we held an event at Imber Court (home to the stables for the Mounted Police) with 67 Guides on Saturday 7 March 2020. There were sessions including completing an activity from the Challenge pack and a tour of the stables and small museum. We sold 529 challenge pack badges in 2020.

In early 2020 a working group was formed to start creating a Brownie version of the Police Challenge pack. This was put on hold due to the pandemic.

### FareShare

In 2020 we launched a new partnership with FareShare, a food redistribution charity, with new activities and badges to raise awareness and funds for the charity.

The four activities were 'Shout about Food Waste' to spread awareness, 'Food Waste Hero' learning how to prevent food waste, 'Fundraising' with a variety of activities to fundraise for FareShare and 'Food Collection'. The food collection badge was to focus on FareShare's annual food collection event held around November each year but unfortunately due to the pandemic this didn't go ahead in 2020. Throughout 2020 we sold 1,286 badges.

## Microsoft

At the end of February 2020 we held an event at the Microsoft Store on Oxford Street. The event was attended by 69 Guides and Rangers (aged 13+). As well as exploring the store, units also had the opportunity to take part in three workshops; Photography: Shoot, Edit & Share, Xbox Gaming Tournament: Overcooked and Entrepreneurship: Start Your Own Business. We had hoped to offer opportunities for units to visit the store for workshops following this initial day but this was unable to happen due to the pandemic. The Microsoft store instead offered us a package of online workshops for our members to join. These were very popular with the most attended sessions being Code your own Video Game with 69 workshops delivered and Minecraft Hour of Code with 32 sessions. Over the period that the workshops were held, we had 1,980 attendees.

## British Army Takeover Day

As part of Girlguiding's partnership with the British Army we were due to have a Takeover Day at the Royal Military Academy Woolwich on Saturday 20 June 2020. This was postponed a couple of times last year but we hope to hold this in autumn of 2021.

My favourite experience from 2020 was when we all brought different foods from different countries for Chinese New Year and got to try them.

- Grace, 1st Wanstead Guides

## Membership growth & retention

LaSER made a conscious effort to focus on retention during the pandemic and ran a survey in the summer to ask members how we could best support them to stay with guiding during this time. The most popular responses, such as offering practical ideas for online meetings, were used as the basis of our marketing and communications planning.

Following the work in 2019 with the Membership Retention Fund, the Growth & Retention lead volunteers and staff continued with this to develop a resource called Stay with Girlguiding. This was based on an existing transition resource produced by Girlguiding Midlands. This was due to be a printed resource, but the release of this tied in with the start of the COVID-19 pandemic. Towards the end of 2020 we updated the resource with learning from the pandemic and this will be made available on the LaSER website and posted out to every district and division commissioner in the region. If they use the resource to attempt to improve transition rates in their areas, they will be able to order a free badge for every adult volunteer in their area.

Plans to hire a Growth and Retention staff member were paused due to the COVID-19 pandemic, but we will hopefully recruit for this role in 2021.

## Empower. Inspire. Grow.

Empower. Inspire. Grow, the marketing and communications training event planned in collaboration with Girlguiding Anglia, was proposed for the last weekend of November 2020. It was intended for county communications and PR advisers and membership growth coordinators. Organisers debated holding the event online, but it was decided that due to capacity and the desire for the event to encourage in-person relationship building, the event will be pushed back and we will look to work with the Learning & Development team for online events in 2021 and then to work with Anglia again when we can meet in person again.

## Space to Grow Together

This project funded two Growth and Communities Coordinators to work with Croydon, Surrey East and Kent West counties to develop and trial new ways of growing and retaining members. This has included exploring online volunteer recruitment, engagement with community events and organisations, giving targeted support to units at risk of closing and developing growth and communications volunteer teams at the county level and below. This work continued throughout 2020.

## Digital communications

Staff and volunteer teams responsible for our digital presence continued to raise the profile of the organisation using Facebook, Twitter, Instagram and LinkedIn. During the pandemic, social media platforms focused on posting a mix of good news stories, links to blog posts, information on how members can keep working towards badges, and details of virtual events.

The marketing and communications staff team continued to send a weekly memo to county commissioners and communications and PR advisers to update them on both region and national communications and PR plans and priorities.

At the start of April our Lead Volunteer for Digital, held a Live Q&A across Facebook, Instagram and Twitter, giving our volunteers the chance to ask questions and share advice on how to #Carryonguiding during the COVID-19 pandemic. Facebook was by far the most popular platform, with a lot of questions asked about consent forms, resources, and technology.

We also ran blog posts on how units are responding and keeping in touch with girls, including a series from one of our Growth & Retention lead volunteers taking members on a journey through online guiding, called 'Blogs for the Foreseeable'. LaSER Champions also launched two blog series - one around reading and book reviews, and the other around mental health.

## Social media reach

In 2020, the Girlguiding LaSER Facebook page gained 173 fans, the Twitter account gained 190 new followers per month, and the Instagram account gained 360 new followers. Engagement across all platforms spiked during the start of the pandemic, then returned to previous levels, where it remained for the rest of the year.

We continue to develop our social media presence to increase engagement and add value for our members. To this end, we added a weekly '#TopTips' feature to help support volunteers to carry on leading during the pandemic.

## Badges and Packs

Our Lead Volunteer for Brand has designed badges for A Safe Space Levels 1-4 and 1st Response, to be awarded to those who complete these trainings. These were heavily promoted during the push to have everyone complete their training towards the end of the year.

Several other badges were adapted and promoted as well, such as Growing Up Wild to encourage girls and young women to stay involved with guiding.

## The 14-30 age group

We have continued to strengthen our offerings for members aged 14-30 in line with Girlguiding's Rangers and 18-30 offering including the new Girlguiding Inspire.

## The Hive

The Hive, our communications offering for members aged 14-30, consisting of a blogging section on the region website, Facebook and Instagram profiles and a monthly newsletter round-up of blog posts, has continued to grow and prosper.

Their content is created and delivered by a team of 'admins' headed up by the Chair of The Hive. Members from across the region in this age group are encouraged to submit blogs to be featured on The Hive and receive a free 'The Hive' badge for the first blog that they have published. The admins themselves are also encouraged to blog and produce bespoke content.

The Hive admins also launched an art contest on the theme "survival". Entries were open to all members aged 14-30 across the UK and could take the form of any type of art such as photography, writing, painting and more. Winning images were published as an anthology on the LaSER website and shared on social media.

## Girlguiding LaSER Champions

On International Women's Day (8 March) the Champions held a takeover of the region social media channels, creating a set of graphics, gifs and content to promote the importance of guiding and highlight inspirational women. At the start of the pandemic, The Champions began meeting weekly in November, The Champions relaunched #Take10, a pack originally created in 2017 to encourage members aged 14-26 to "take ten" out of their day during times of stress and anxiety to promote positive wellbeing. This was initially one pack, but they adapted the pack for different age groups, so there is now one for each section - Rainbows, Brownies, Guides and Rangers, each with ten age-appropriate activities. Alongside this, they also created a badge, which is now available on the LaSER website.

Members of The Champions have been meeting with the RSPB to discuss how they can use their voices to support nature as a part of our partnership with the organisation as this is focused on using Girls' Voice.



## Inspire

Inspire is the name of the new national 18-30 offer, which was launched in late 2020. We linked this national launch to the LaSER Champions Take 10 pack for this age range. We will also be recruiting for a new LaSER Inspire Coordinator in 2021.

Having Brownies throughout lockdown has helped me a lot because it meant I got to see people and talk to people.

I looked forward to doing Brownies on zoom as it gave me something to do. Brown Owl was always really helpful to me and my mummy especially if I was struggling to hear. Brown Owl would always repeat things or help me catch up if I missed something and even called my mum to check on me if I hadn't made it on a Zoom brownies.

I love Brownies and it has helped me so much in the horrible Covid time!

- Abi H, Chiddingfold Brownies

## Advocacy and external engagement

We have continued to provide and link in with opportunities for girls and young women to have their say and speak out about the things they care about. This included a continued partnership with UK Parliament Week.

### Girlguiding LaSER Ambassadors

Our ambassadors support the region by attending unit meetings and events, promoting the region and sharing their expertise. Our ambassador programme has grown again this year, and by the end of the year we had 8 ambassadors. A new Lead Volunteer for Ambassadors, Rachel Britton, was recruited in October. She has been working tirelessly to ensure the offer is well promoted, and that all ambassadors have their own badges.

The ambassador offer has been especially popular for virtual meetings during lockdown, and we saw a spike in requests for ambassadors to attend virtual meetings.

I found the session very helpful and engaging. The trainers... would like to highlight how clear, engaging and kind they were. They were the best trainers I have come across in Guiding and they spoke clearly and compassionately, and created a comfortable and welcoming environment (which is not easy to do online) to talk about difficult subjects. I was very impressed by them.

- A Safe Space Level 3 Attendee

## Data protection

We have continued to develop our data protection processes in accordance with the General Data Protection Regulation (GDPR). We have provided ongoing support to county volunteers in ensuring that the digital communications that they send out are received by members who have consented to hear from them. As a region, we have continued to review our photographic storage and sharing processes. This has involved deleting photographs from our library of images that we cannot verify consent for, and as a result, we will aim to take more, GDPR-compliant photographs when we are able to meet in person.

## Staff

There was one staff vacancy in 2020, which was filled.

You learn so many different skills and get to work as part of a team, which is such a great experience

- A member of The Hive

## Outdoor centres

In January 2020, girl event programmes for both Chigwell Row and Cudham Shaws had been approved, and equipment was being checked in preparation for the season to begin.

A new approach to recruiting adults to run the popular girl events at Cudham was launched in Compass Point internal newsletter, and approaches were made to County Queens Guide and D of E advisers to offer the Cudham events for the Element 3 clause. It was hoped that this would fill the gap as the Cudham event coordinator volunteer role had remained unfilled for nearly two years.

Following the UK government announcement on the 16 March 2020 advising against all non-essential travel and social contact due to the Coronavirus Pandemic, Cudham Shaws and Chigwell Row campsites were closed as from 17 March.

From 1 April the majority of campsite staff were furloughed in line with the government's job retention scheme, and by the end of April all but one member of staff at each site had been furloughed. Deposits for residential bookings were returned or transferred to later in the year.

In May, the Property Group considered whether there might be an outdoor offer or day events we could put on at Cudham or Chigwell during August and a feasibility study and cost benefit analysis was undertaken. Agreement was given to host face-to-face day events in the summer holidays and a number of local units were able to make use of these.

Conversations continued with the site landlords (Trust for London), to achieve the Trustees' chosen option (from the 2018 campsite review): to release some of the land at both sites in order to reduce annual operating costs and to make long overdue capital investment to ensure that the buildings at both sites were more suited to the 21st-century girls. This announcement was made in October 2020, just as the country was going into another period of lockdown.

## Learning and development

We will continue to support Commissioners with our Toolkit trainings days including a special Growth focused day in February. Although there were many challenges throughout 2020 one of the successes of the year was the move to online training. During 2021 we will continue to offer online training but if restrictions allow we would also like to hold an in-person training day as well to enable us to support our volunteers with their Learning and Development needs.

Attendees said:

“Would much rather attend meetings virtually better for the environment and better use of time.”

“It was so nice being able to attend without having to travel on public transport for ages. In the past, the travelling time has meant I haven't been able to attend every training as it becomes such a big time commitment. Please keep these running as it was good.”

## Activities and adventure

The impact of the COVID-19 pandemic will continue to affect our activities and events in 2021. However, we will carry on working to develop exciting opportunities for our members. As part of this we will continue working with partners to enable girls to be involved in new activities. This includes developing our partnership with the RSPB by rolling out the new training programme for leaders. In Spring 2021 we will hold our first train the trainer sessions so that trainers can begin training leaders later in the year. The Girlguiding LaSER Champions will also be working alongside the RSPB to create packs for each section around conservation issues with a focus on using your voice.

We will continue to work on other partnerships including the Metropolitan Police with the focus being completing and launching the new Brownie Police Challenge pack. As the pandemic restricted our ability to make the most of the FareShare partnership we will extend our partnership with them until the end of 2022. We will also hold an Army Takeover Day with Girlguiding UK in autumn 2021.

Although the current restrictions have meant that we won't be going ahead with any of our Girlguiding LaSER International Opportunities (LaSERIO) in 2021 we will support our members to look at travel options for the future, and to find international guiding opportunities without travelling abroad, especially while travel restrictions are still in place.

In February 2021 we will be celebrating World Thinking Day as a region through the Festival of LaSER. This virtual event will also allow us to celebrate 50 years of the region. The majority of the event will take place on YouTube with pre-recorded videos that will go live at set times but can also be watched after the event. We will also be celebrating 50 years of the region through a new activity pack called 50 Ways to Celebrate which is set to launch in the summer term. Additionally, in 2021 we will be working on the plans for our Brownie Weekend in 2022.

### Membership growth & retention

We will continue to work with national Girlguiding and our counties to grow and retain adult volunteers and young members in our region. This will be a main focus for 2021, in light of the dip in membership following the COVID-19 pandemic. We hopefully will be able to recruit for a new role in our staff team to coordinate and lead on growth and retention initiatives and provide targeted support to counties along with widening our volunteer team to focus on specific areas such as inclusion, parent engagement, and training.

The Stay with Girlguiding resource will also be promoted and used to support growth and retention work in 2021.

### Digital communications and PR

We will continue to create, promote and share content on all our channels that engages with and benefits our membership, while simultaneously increasing awareness of Girlguiding LaSER to external audiences. To this end, the Lead Volunteer for Digital will look to run more of the live question and answer sessions on our social media channels to provide support to members on the issues that matter to them and give them a space to ask questions and tell their stories. We will continue to encourage members to submit blogs and content about their experiences in guiding. We will also take the opportunity to review our internal communications, and how we support counties in terms of advice and information.

To better support county communications and PR advisers to effectively shout out about guiding, generate press coverage and achieve consistency in promotion of guiding opportunities, the weekly marketing and communications memo will include more suggested social media copy, images and template press releases in 2021. The Lead Volunteer for PR will continue to hold drop-in sessions for county PR advisers via Zoom and the marketing and communications lead volunteer team as a whole will remain on hand to support county volunteers with queries that relate to their areas of expertise.

## The 18-30 age group

We will continue to support and promote the 18-30 offer, to ensure quality opportunities for members in this age group in Girlguiding LaSER.

We will also continue to grow The Champions and The Hive, supporting them to use their voices and to work more closely together.

In order to encourage further participation, The Hive are considering adding on a badge for 5 blog posts, to encourage members to continue contributing, and to become regular contributors.

We will be recruiting a LaSER coordinator for Inspire, the new Girlguiding 18-30 offer.

## External engagement

The LaSER Ambassadors will be recruiting for an Ambassador chair in 2021. We will continue to encourage and support as many members in our region as possible to engage with them at unit meetings and events, both via Zoom and in person if possible. We will also seek to grow the diversity of the ambassadors in order to better represent our region.

I would like to thank all the leaders for continuing on Zoom all through lockdown. It really provided some light relief and gave a bit of structure to the week!

- Charlotte, Brownie mum.

United Kingdom has been faced with the unprecedented pandemic of COVID-19. This had a significant impact on our financial position and ability to operate in 2020 and in 2021. The major impact is summarised below: Face-to-face guiding stopped from 17 March 2020 and throughout 2020 there were periods when face-to-face guiding was not permitted.

The campsites have been closed since 17 March 2020. All residential bookings were cancelled for 2020. In the summer there were some face-to-face activities at the campsites, but no residential or events took place.

The region office has been closed since 18 March 2020 and has remained partially closed based on government advice.

Some staff have been furloughed which has been dependent on business needs. International trips for 2020 that were postponed to 2021 have been cancelled. There are two trips planned for 2022 with the participants and leaders from the 2020 trip.

## Financial implication of COVID-19

2020:

The subscription received for 2020 was 3% less than budgeted. The campsites have been closed and there has been a substantial loss of income however this has been compensated by Government grants for the campsites of £42,120 and Furlough money that we continue to receive. To March 2021 we have received a total of £112,363 in Furlough payments.

As face-to-face guiding has been suspended there has been reduced expenditure due to lack of activities and events. There were no large-scale events planned in 2020 and as such no loss of income. There are no large-scale events planned in 2021.

The trustees have received the revised budget for 2020 and the spend for 2020 was within the approved budget.



2021:

The uncertainty due to COVID-19 had an adverse impact on the membership numbers for 2021. Nationally the membership went down by 30%, for LaSER the membership went down by 28%. This was within the revised budget that was approved by the trustees in 2020.

Brownie event - Kingswood - A Brownie event was planned to take place in June 2021, however, this has now been cancelled due to the uncertainty of the ongoing COVID-19 situation. The intention is that the deposit of £30k retained by Kingswood will be utilised for another future event.

The trustees have reviewed the revised budgets for 2020 and 2021 and believe, even taking into account possible losses and exposures with the measures put in place, there are currently enough reserves to meet the shortfall and as such the charity is a going concern for the foreseeable future.

## Closure of the campsites

The Trustees have a duty to ensure that members' funds are spent wisely and in line with our charitable objects. At the 21 January 2021 meeting of the Region Trustees a unanimous decision was made to release the leases of both the Region campsites: Cudham Shaws and Chigwell Row with immediate effect. This has not been an easy decision, and is and will be very emotional for all, especially for those staff who live and work on the sites and for those who have had long associations with the campsites.

Following the Campsite Review in 2018 the Region Property Group had been working towards achieving the Trustees chosen option: to reduce the size of both sites. By reducing the size of both Chigwell and Cudham, it had been hoped to reduce operating costs, however, when this announcement was made in October 2020 no one was expecting further lockdowns that would continue well into 2021, and that units would be going back solely to virtual meetings. This led to a 28% decrease in membership numbers, and despite other options such as redundancy, utilising the furlough scheme for staff, successful applications for local authority grants, and possible release of the office at Wandsworth, these do not go far enough to sustain the region in the future.

The Trustees carefully considered this decision to ensure they were able to do what was best for the region. The two sites have a combined annual operating deficit of £150K pre-COVID-19, which is not sustainable.

## Statement of financial activities (SOFA)

Income and expenditure for the year are detailed in the SOFA. Total income for the year amounted to £845,648 (2019: £1,268,702) and total expenditure amounted to £766,444 (2019: £1,172,774). 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 £79,204 (2019: net surplus of £95,928).

The main sources of income for the charity were from:

- Membership subscriptions, where the underlying subscription payable by members decreased in 2020 to £623,980 (2019: £659,326) as there was a fall in membership.
- International activities - £695 (2019: £190,995). There were no international trips in 2020 due to COVID-19.
- Income from our campsites - £38,031 (2019: £216,322). Campsites income was considerably lower as the sites were closed due to COVID-19 for most of the year.
- Programme and training activities in 2020 raised £10,725 (2019: £40,511).

The main expenditure on charitable activities comprised:

- Staff costs - £481,768 (2019: £457,797). The increase was due to more staff at the campsites, however Furlough Income of £60,487 (Campsites) and £24,064 (Region) was received (see note 19).
- International trips (including share of support costs) - £55,752 (2019: £327,252). There were no international trips in 2020 due to COVID-19.
- Expenditure from our campsites (including a share of support costs) - £499,592 (2019: £510,396). Costs were reduced due to limited activities at the sites due to COVID-19.
- Programme and training activities (including a share of support costs) - £112,017 (2019: £117,480).

## Balance sheet

The total net assets for the year increased by £79,204 in 2020. In 2020 they were £1,779,649 (2019: £1,700,445). Most of our assets are held in cash in interest-bearing accounts. The closing cash balances were £1,396,634 (2019: £1,277,844).

## Reserve 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. The reserves allow for anticipated future investments and should be sufficient to cover any losses incurred as a result of the COVID-19 pandemic as more fully discussed later in this report.

<b>The reserves held by Girlguiding LaSER should be:</b>	<b>2020 £</b>	<b>2019 £</b>
Total running costs (administration, establishment, finance and payroll) for the following financial year	459,653	576,000
<b>Reserves calculation breakdown:</b>	<b>2020 £</b>	<b>2019 £</b>
6 months of running costs:	229,827	288,000
25% of running costs for unforeseen eventualities:	114,913	144,000
<b>Total reserves to be held:</b>	<b>344,740</b>	<b>432,000</b>
<b>The reserves held by Girlguiding LaSER were:</b>	<b>2020 £</b>	<b>2019 £</b>
Total general reserves at year end:	1,454,749	1,381,566
Less fixed assets in general reserves:	(324,882)	(338,748)
<b>Total:</b>	<b>1,129,867</b>	<b>1,042,818</b>

It is acknowledged that there are healthy reserves held above those required by the reserves policy. These funds will help support the closure of the campsite (should there be any unexpected/additional costs) and provide contingency for future events and international trips.

## 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

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.

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.

## 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 with cash being swept overnight 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 Charities Investment Fund (COIF) deposit account with CCLA Investment Management Limited.

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 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 region manager and chief commissioner undertook a review of staff pay awards 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. The pay structure is in line with Girlguiding. Staff at Girlguiding LaSER receive 'Outer London Weighting'. All salaries are also in line with the Living Wage.

## 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 experts and similar experts in this field.

## Pensions

Royal London are Girlguiding LaSER's pension provider. The pension scheme is fully compliant with auto-enrolment legislation and its governance is 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 2020

The annual financial statements for 2020 are annexed to this report and include a report by the region's auditors, Brewers Chartered Accountants. 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 2 September 2021.

## Annual report

This report was approved by the Board of Trustees on 2 September 2021. The chief commissioner in her role as chair was authorised to sign the report and financial statements on its behalf.



Alan Lees (Trustee Treasurer)



Catherine Breen (Trustee)

2 September 2021

## 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 statement of recommended practice (SORP).

Make judgements 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, enabling 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 of the Guide Association London and South East England Region

## 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 2020 which comprise the statement of financial activity, the balance sheet, statement of cashflows, 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 2020 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 that are 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 relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the trustees' 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.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 39 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 determine 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.

Based on our discussions with the charity's management and the Trustees, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards and Charity Law.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with the charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

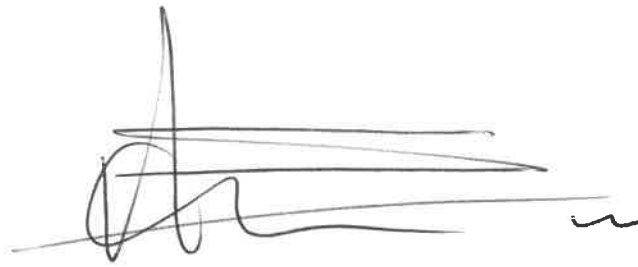
These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

## Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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.



.....  
Andrew Skilton ACA (Statutory Auditor)  
Brewers Chartered Accountants  
Bourne House,  
Queen Street,  
Gomshall,  
Surrey  
GU5 9LY

Date: 20 October 2021

Brewers Chartered Accountants 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.

## Statement of financial activities Year ended 31 December 2020

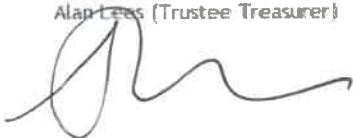
### Statement of financial activities - Year ended 31 December 2020

Note	Unrestricted Funds			Total Funds 2020	Total Funds 2019	
	General Funds	Designated Funds	Restricted Funds			
	£	£	£	£	£	
	<b>Income from</b>					
2	Donations and legacies	629,435	3,396	21,259	654,090	730,168
3	Income from charitable activities	11,420	38,031	-	49,451	447,828
4	Income from other trading activities	412	9,040	-	9,452	86,641
19	Other income	24,064	102,607	-	126,671	-
	Investment	5,984	-	-	5,984	4,065
	<b>Total Income</b>	<b>671,315</b>	<b>153,074</b>	<b>21,259</b>	<b>845,648</b>	<b>1,268,702</b>
	<b>Expenditure on</b>					
5	Costs of raising funds	-	2,674	-	2,674	66,656
6	Expenditure on charitable activities	241,201	499,727	22,842	763,770	1,106,118
	<b>Total Expenditure</b>	<b>241,201</b>	<b>502,401</b>	<b>22,842</b>	<b>766,444</b>	<b>1,172,774</b>
	<b>Net income/(expenditure) before transfers</b>	<b>430,114</b>	<b>(349,327)</b>	<b>(1,583)</b>	<b>79,204</b>	<b>95,928</b>
14/15	Transfers between funds	(356,931)	359,526	(2,595)	-	-
	<b>Net movement in funds</b>	<b>73,183</b>	<b>10,199</b>	<b>(4,178)</b>	<b>79,204</b>	<b>95,928</b>
	Balances brought forward at 1 January	1,381,566	91,861	227,018	1,700,445	1,604,517
	Balances carried forward at 31 December	1,454,749	102,060	222,840	1,779,649	1,700,445

### Balance sheet - Year ended 31 December 2020

Note	2020		2019	
	£	£	£	£
	<b>Fixed assets</b>			
9		446,755		469,979
	<b>Current assets</b>			
10	20,252		20,580	
11	90,524		82,107	
	1,396,634		1,277,844	
	<b>1,507,410</b>		<b>1,380,531</b>	
12	(174,516)		(150,065)	
		<b>1,332,894</b>		<b>1,230,466</b>
21				
		<b>1,779,649</b>		<b>1,700,445</b>
13				
	<b>Funds</b>			
	<b>Unrestricted funds</b>			
		1,454,749		1,381,566
14		102,060		91,861
15		222,840		277,018
		<b>1,779,649</b>		<b>1,700,445</b>

The accounts were approved and authorised for issue by the Trustee Board and signed on its behalf by  
 Alan Lees (Trustee Treasurer)



2 September 2021  
 Charity Number 308268

Catherine Breen (Trustee)



## Statement of cash flows

### Year ended 31 December 2020

#### Statement of cash flows - Year ended 31 December 2020

Note	2020	2019
	£	£
<b>Cash flows from operating activities</b>		
18 Net cash provided by operating activities	134,935	143,958
<b>Cash flows from investing activities</b>		
Dividends, interest and rents from investments	5,984	4,065
Purchase of tangible fixed assets	(22,212)	(35,822)
Disposal of tangible fixed assets	83	246
<b>Net cash provided by investment activities</b>	<b>118,790</b>	<b>112,447</b>
Change in cash and cash equivalents in the reporting period	118,790	112,447
Cash and cash equivalents at the beginning of the reporting period	1,277,844	1,165,397
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>1,396,634</b>	<b>1,277,844</b>

## 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 two sites operated by the Region at Chigwell Row & Cudham Shaws Outdoor Centre.

The accounts (financial statements) have been prepared under the historical 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 16 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 and presentational currency is £ sterling to the nearest pound. The trustees consider that there are no material uncertainties about Girlguiding LaSER's ability to continue as a going concern.

The financial statements have been prepared to give a 'true and fair view' and have deviated from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

### 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 Trustees. 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 from the membership within the London and South East region, International trip payments are made by those participating in trips organised by the Charity, Campsite income is generated from the provision of accommodation, camping opportunities, events and activities on the campsite.

All income is accounted for when due, except donations which are accounted for when received. All trading activities are carried out with members in pursuance of the Region's charitable objectives. Grants are recognised when receivable except to the extent that performance conditions have not been met. Income for International trips from participants is deferred to the year of the trip.

The charity benefited from assistance provided under the furlough scheme and discretionary grants from local borough councils for the campsites. Amounts received have been recorded in other income the details of which are given in note 19.

#### 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 the 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. Governance costs are those associated with the general management of the Charity as the trustees ensure compliance with constitutional and statutory requirements. They include the cost of the audit and legal fees.

Redundancy - payments made in the year were made in accordance with statutory provisions.

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 & leasehold property - over the shorter of the remaining term of the lease or 50 years

Furniture, fittings & 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 Debtors

Debtors are stated at their recoverable amount - that is, the amount that it is anticipated will be received, or the amount that has been paid in advance for goods and services.

h Creditors

Creditors are recognised when the charity has a present legal or constructive obligation arising from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated with sufficient reliability. Creditors are stated at their settlement amount - that is, the amount that it is anticipated will be paid to settle the Charity's liabilities.

i Financial instruments

The Charity's financial Assets and Liabilities qualify as basic financial instruments and as such are initially recorded at cash, transaction or settlement value. Subsequently, Current Assets and Liabilities are measured at cash or settlement value.

## j Pensions

The Region contributes to a money purchase pension scheme on behalf of its employees. The scheme is operated by The Pensions 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.

## k Operating leases

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

## l Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that the actual outcomes could differ from those estimates. The following judgements and estimates have had the most significant effect on amounts recognised in the financial statements:

- Carrying value of functional property
- Net realisable value of stock
- Recoverability of prepaid trips

## m Going Concern

The Trustees have considered going concern up to one year from the date of signing these accounts. Budgets and forecasts have been prepared to reflect the ongoing impact of COVID-19 and the closure post year end of the campsites. The Trustees as a result believe that Girlguiding LaSER is a going concern as the level of unrestricted reserves are sufficient to cover losses which are incurred for the foreseeable future.

## 2 Donations &amp; legacies

	Unrestricted Funds				Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
	£	£	£	£	£	£	£	£
Subscriptions	623,980	-	-	623,980	659,326	-	-	659,326
Donations	5,455	261	14,857	20,573	3,642	321	30,424	34,387
Grants	-	3,135	6,407	9,537	-	-	36,455	36,455
	<b>629,435</b>	<b>3,396</b>	<b>21,259</b>	<b>654,090</b>	<b>662,968</b>	<b>321</b>	<b>66,879</b>	<b>730,168</b>

## 3 Income from charitable activities

	Unrestricted Funds				Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
	£	£	£	£	£	£	£	£
International activities	695	-	-	695	190,995	-	-	190,995
Programme & training activities	10,725	-	-	10,725	40,511	-	-	40,511
Provision of campsites	-	38,031	-	38,031	-	216,322	-	216,322
	<b>11,420</b>	<b>38,031</b>	<b>-</b>	<b>49,451</b>	<b>231,506</b>	<b>216,322</b>	<b>-</b>	<b>447,828</b>

## 4 Income from trading activities

	Unrestricted Funds				Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
	£	£	£	£	£	£	£	£
Campsite shops & other trading income	412	2,671	-	3,083	1,700	26,866	-	28,566
Rental income	-	6,369	-	6,369	-	6,369	-	6,369
Fundraising events	-	-	-	-	51,706	-	-	51,706
	<b>412</b>	<b>9,040</b>	<b>-</b>	<b>9,452</b>	<b>53,406</b>	<b>33,235</b>	<b>-</b>	<b>86,641</b>

## 5 Costs of raising funds

	Unrestricted Funds				Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
	£	£	£	£	£	£	£	£
Fundraising events	-	-	-	-	51,744	-	-	51,744
Campsite shops & merchandise	-	2,674	-	2,674	-	14,912	-	14,912
	<b>-</b>	<b>2,674</b>	<b>-</b>	<b>2,674</b>	<b>51,744</b>	<b>14,912</b>	<b>-</b>	<b>66,656</b>

## 6 Expenditure on charitable activities

	Unrestricted Funds				Unrestricted Funds			
	General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
	£	£	£	£	£	£	£	£
International activities	55,717	35	-	55,752	327,252	-	-	327,252
Grants payable	-	100	13,484	13,584	-	1,500	32,558	34,058
Programme & training activities	112,017	-	-	112,017	117,480	-	-	117,480
Marketing & publicity	73,467	-	-	73,467	91,286	-	-	91,286
Provision of Campsites	-	499,592	9,358	508,950	-	510,396	25,646	536,042
	<b>241,201</b>	<b>499,727</b>	<b>22,842</b>	<b>763,770</b>	<b>536,018</b>	<b>511,896</b>	<b>58,204</b>	<b>1,106,118</b>

Grants are made to individual girlguides and Girlguiding branches in the region. No grant made to either individuals or branches are material.

Staff costs of £481,768 (2019 £457,797) and support costs of £82,014 (2019 £118,202) have been shared across and included in the above activities.

## 7 Staff costs

Gross pay  
Social security costs  
Other pension costs

2020	2019
£	£
420,123	399,450
29,952	29,405
31,693	28,942
<b>481,768</b>	<b>457,797</b>

Average number of employees was  
Region Headquarters  
Campsites  
Growing Guiding

2020	2019
9.5	9.8
13.2	11.3
-	0.5
<b>22.7</b>	<b>21.6</b>

## 8 Support costs

Computer support  
Photocopier  
Postage & stationery  
Staff recruitment  
Insurance  
Property costs  
Utilities  
Telephone  
Repairs & maintenance  
Life assurance  
Steering group meetings  
Subscriptions  
Training  
Welfare & travel  
Payroll  
Sundry  
Depreciation  
Loss on disposal  
Bank charges  
Governance costs

2020	2019
£	£
11,996	14,228
763	4,649
3,340	6,814
49	4,635
4,147	4,161
5,445	3,495
1,495	4,367
6,999	7,795
4,090	10,931
1,692	2,659
3,456	10,999
938	1,890
895	1,908
2,444	6,145
1,603	1,733
4,710	3,600
9,264	10,652
-	246
1,490	1,616
17,198	15,679
<b>82,014</b>	<b>118,202</b>

Operating lease costs

3,580 3,454

Support costs are allocated on a percentage share of the total cost.

**Governance costs**

Audit fees

Accountancy fees

Professional fees

2020	2019
£	£
7,670	6,500
855	3,500
8,673	5,679
<b>17,198</b>	<b>15,679</b>

**9 Fixed Assets**

	Freehold	Long leasehold	Short leasehold	Fixtures, fittings & equipment	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 January 2020	296,972	381,328	89,770	373,463	1,141,533
Reclassification	-	-	-	-	-
Additions	-	-	-	22,212	22,212
Disposals	-	-	-	(7,180)	(7,180)
At 31 December 2020	296,972	381,328	89,770	388,495	1,156,565
<b>Depreciation</b>					
At 1 January 2020	166,305	164,010	73,834	267,405	671,554
Reclassification	-	-	-	-	-
Charge for the year	5,939	7,627	5,312	26,475	45,353
Disposals	-	-	-	(7,097)	(7,097)
At 31 December 2020	172,244	171,637	79,146	286,783	709,810
<b>Book Value</b>					
At 31 December 2020	124,728	209,691	10,624	101,712	446,755
At 31 December 2019	130,667	217,318	15,936	106,058	469,979

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

## 10 Stock

Goods and badges for resale valued at cost

2020	2019
£	£
20,252	20,580

## 11 Debtors

Prepayments of general expenses  
 Prepayments of future activity expenses  
 Other debtors

2020	2019
£	£
51,795	12,575
32,038	67,521
6,691	2,011
90,524	82,107

## 12 Creditors

Creditors - amounts falling due in less than one year

Social security and other taxes  
 Other creditors  
 Accruals for general expenses  
 Accruals & deferred income for future activities

2020	2019
£	£
8,558	9,455
7,767	11,275
6,700	35,184
151,491	94,151
174,516	150,065

## 13 Analysis of net assets

	2020				2019					
	Fixed Assets	Cash & bank balances	Other net current assets/ (liabilities)	Provision for liabilities & charges	Total	Fixed Assets	Cash & bank balances	Other net current assets/ (liabilities)	Provision for liabilities & charges	Total
	£	£	£	£	£	£	£	£	£	£
General funds	324,882	1,201,151	(71,284)	-	1,454,749	338,748	1,095,832	(53,014)	-	1,381,566
Designated funds	-	94,516	7,544	-	102,060	-	86,225	5,636	-	91,861
Restricted funds	121,873	110,967	-	-	232,840	131,231	95,787	-	-	227,018
<b>Total net assets</b>	<b>446,755</b>	<b>1,398,634</b>	<b>(63,740)</b>	<b>-</b>	<b>1,779,649</b>	<b>469,979</b>	<b>1,277,844</b>	<b>(47,378)</b>	<b>-</b>	<b>1,700,445</b>

## 14 Movement 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 1 January 2020 £	Income £	Expenditure £	Transfer from/(to) general fund £	Balance at 31 December 2020 £	Balance at 1 January 2019 £	Income £	Expenditure £	Transfer from/(to) general fund £	Balance at 31 December 2019 £
<b>Held at Region Headquarters</b>										
14a	3,476	1,000	(100)	-	4,376	4,723	53	(1,300)	-	3,476
14b	2,403	1,416	(35)	-	3,784	2,403	-	-	-	2,403
14c	201	200	-	-	401	401	-	(200)	-	201
14d	492	261	-	-	753	224	268	-	-	492
14e	-	519	-	-	519	-	-	-	-	-
<b>Held at and on behalf of Campsites</b>										
14f	48,854	6,369	(1,420)	-	53,803	42,485	6,369	-	-	48,854
14g	5,636	143,309	(500,846)	359,526	7,625	-	243,188	(525,308)	287,756	5,636
14h	799	-	-	-	799	799	-	-	-	799
14i	30,000	-	-	-	30,000	-	-	-	30,000	30,000
	<b>91,861</b>	<b>153,074</b>	<b>(502,401)</b>	<b>359,526</b>	<b>102,060</b>	<b>51,035</b>	<b>249,878</b>	<b>(526,808)</b>	<b>317,756</b>	<b>91,861</b>

- 14a Region Chief Commissioner's Fund  
14b International Travel Fund  
14c Dee Duckett Memorial Fund  
14d Buchanan Legacy  
14e Hardship Fund  
14f Staff House Fund  
14g Campsites' Funds  
14h Cudham & Chigwell Activities  
14i Repairs Chigwell

Consists of donations received for use at the discretion of the Region Chief Commissioner. The expenditure represents grants made to individuals during the year.

Surplus monies raised to fund international trips but remaining at the end of the trip and/or after any refunds have been made. These funds are used to support/provide grants for future international trips.

To support international activities.

To be used at the Region Chief Commissioner's discretion.

Donation from the 2.6 challenge. Funds to support members suffering financial hardship.

Monies charged as rent on properties occupied by staff to be utilised in connection with the closure of the sites.

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.

Funds set aside for activities at Cudham campsite.

Repairs at Chigwell campsite. Funds to be utilised in connection with the closure of the site.

Transfers from the general fund of £359,526 reflect the shortfall between income and expenditure.

## 15 Movement in funds

## Restricted funds

	Balance at 1 January 2020 £	Income £	Expenditure £	Transfer from/(to) general fund £	Balance at 31 December 2020 £	Balance at 1 January 2019 £	Income £	Expenditure £	Transfer from/(to) general fund £	Balance at 31 December 2019 £
<b>Held at Region Headquarters</b>										
15a	19,080	-	-	-	19,080	23,079	3,738	(7,737)	-	19,080
15b	2,397	-	(100)	-	2,297	5,100	-	(2,703)	-	2,397
15c	9,450	1,137	-	-	10,587	8,281	1,169	-	-	9,450
15d	8,851	-	(1,819)	-	7,032	8,851	-	-	-	8,851
15e	498	-	-	-	498	498	-	-	-	498
15f	1,290	-	-	-	1,290	1,515	-	(225)	-	1,290
15g	4,719	3,772	(5,066)	(927)	2,498	5,352	7,038	(7,671)	-	4,719
15h	70	-	-	-	70	500	-	(430)	-	70
15i	3,175	-	(394)	-	2,781	10,000	4,498	(11,394)	71	3,175
15j	12,177	1,493	(5,570)	927	9,027	-	13,981	(1,804)	-	12,177
15k	5,505	-	-	-	5,505	-	5,505	-	-	5,505
<b>Held at or on behalf of campsites</b>										
15l	86,248	-	(3,117)	-	83,131	89,365	-	(3,117)	-	86,248
15m	29,049	-	(929)	-	28,120	29,978	-	(17,217)	16,288	29,049
15n	15,934	-	(5,312)	-	10,622	21,246	-	(5,312)	-	15,934
15o	637	-	-	-	637	1,231	-	(594)	-	637
15p	21	-	(21)	-	-	21	-	-	-	21
15q	1,967	-	-	-	1,967	5,948	5,000	-	(8,981)	1,967
15r	25,950	-	-	(2,595)	23,355	-	25,950	-	-	25,950
15s	-	12,500	-	-	12,500	-	-	-	-	-
15t	-	1,232	-	-	1,232	-	-	-	-	-
15u	-	500	-	-	500	-	-	-	-	-
15v	-	625	(514)	-	111	-	-	-	-	-
	<b>227,018</b>	<b>21,259</b>	<b>(22,842)</b>	<b>(2,595)</b>	<b>222,840</b>	<b>210,965</b>	<b>66,879</b>	<b>(58,204)</b>	<b>7,378</b>	<b>227,018</b>



15a	Chief's 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	Edwards Legacy	To send Guides and Young Adult Leaders to Our Chalet In Switzerland.
15c	King George VI Fund	To be used for Leadership training. Also, for busarries for attendance at Girlguiding or County Training Centres. 2020 is the last year that Income will be received into this fund.
15d	Join Us	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 Girlguiding.
15e	Buchanan Legacy	To be used at the Region Chief Commissioner's discretion. 2020 is the last year that income will be received into this fund.
15f	Diamond Duke of Edinburgh	Fund for encouraging girls in areas of deprivation.
15g	SNUG (Starting a New Unit Grant)	Units can claim up to £500.
15h	The Hive	Awarded by Grow Wild Youth Project Fund for event at Kew held in March 2019.
15i	Growth & Retention	Grant received from Girlguiding HQ for the growth and retention programme.
15j	Space to Grow/Pears Grant	Funds received from a grant from Girlguiding HQ and The Pears Family Charitable Foundation to deliver membership growth through a number of initiatives including developing a staff-volunteer partnership model.
15k	Agatha's Fund	Funds donated to seed a funding initiative. It was planned that this money would be used for a Brownie event in 2021, however the event has been postponed to 2022.
15l	Cudham - Brownie House	
15m	Cudham - Badgers House	The House Funds represent the current value of purpose-built self-catering accommodation at each site, originally paid for from grants, donations and fundraising income donated for this purpose and thus restricted income.
15n	Chigwell Row - Holiday House	
15o	Mary Lewis Legacy - Cudham	To be used towards Cudham activities.
15p	Beryl Fitzgerald	Legacy received for Chigwell.
15q	Friends of Cudham	Friends of Cudham donations.
15r	Chigwell Chingford South Donation	Donation following the sale of a hut at Chingford South District. The money will be spent on the Chigwell Campsite.
15s	Mrs Andrews Donatton	Donation to Chigwell for a vehicle to be used around the site, alternatively for a trampoline area or replacement of bunk beds.
15t	Joan Dawney Memorial Fund	Legacy received for Chigwell.
15u	British Science Week Donation	Donation received via London over the Border county to promote science activities.
15v	Jack Petchey Equipment Fund	Donation received via London over the Border county to promote archaeology activities.

The transfer of £2,595 from the general fund is for Chigwell Defibrillator and Marquee. The transfer of £927 between the SNUG and Space to Grow funds relates to a misposting in a prior year.

## 16 Financial commitments

Minimum lease payments under operating leases were as follows

### Operating leases expiring

Not later than 1 year

Later than 1 year and not later than 5 years

Later than 5 years

	2020 Land & buildings £	2020 Other	2019 Land & buildings	2019 Other £
	-	754	-	3,454
	-	2,826	-	3,454
	-	-	-	-
	-	3,580	-	6,908

*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 & South East England Region, there are 19 County areas of the Guide Association, each further subdivided into Divisions, District 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.

The 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

**Grants received from the Guide Association**

2020	2019
£	£
<b>6,663</b>	<b>30,174</b>

**18 Reconciliation of net income to net cash flow from operating activities**

	2020	2019
	£	£
Net income for the reporting period (as per the statement of financial activities)	79,204	95,928
Adjustments for		
Depreciation charge	45,353	46,470
Dividends, interest and rents from investments	(5,984)	(4,065)
Decrease/(increase) in stock	328	10,871
Decrease/(increase) in debtors	(8,417)	9,814
Increase/(decrease) in creditors and provisions	24,451	(15,060)
	<b>134,935</b>	<b>143,958</b>

## 19 Other income

COVID grants  
Furlough income

Unrestricted Funds				Unrestricted Funds			
General Funds	Designated Funds	Restricted Funds	Total Funds 2020	General Funds	Designated Funds	Restricted Funds	Total Funds 2019
£	£	£	£	£	£	£	£
-	42,120	-	42,120	-	-	-	-
24,064	60,487	-	84,551	-	-	-	-
24,064	102,607	-	126,671	-	-	-	-

## 20

The trustees all give freely their time and expertise without any form of remuneration or other benefit in kind. Expenses paid to the trustees in the year totalled £2,329 (2019 £1,550). These expenses were made up of 7 trustees reimbursed for their travel expenses of £1,477 (2019 £1,063), other expenses for 7 trustees of £561 (2019 4 trustees - £176) and £291 on food for trustee meetings (2019 £311). No related party transaction which require disclosure took place in 2020.

## 21 Provision for Liabilities and Charges

Following a decision in January 2021 to close the campsites at Cudham Shaws and Chigwell Row and relinquish the leases under which the properties are held, the trustees are in discussion with Trust For London, the freeholder and landlord of both sites, to assess costs that may be incurred to reinstate both sites to their original state of repair. Whilst it is likely that some costs will be payable the amount is not certain and, therefore, no provision has been made in these accounts. The designated staff house fund and the repair funds totalling £84,000 will assist with meeting negotiated obligations; the trustees consider that unrestricted cash reserves will be sufficient to meet any excess costs. For further information on closure costs please see the post balance sheet events note.

## 22 Non adjusting Post Balance Sheet Events

In January 2021 a decision was taken by the trustees to relinquish the leases of both campsites at Chigwell Row and Cudham Shaws following closure. Whilst the trustees' preferred option was to release some of the land at both sites to reduce operating costs and to enable capital investment to be made. This was not sustainable due to the declining membership number which in February 2021 was down by 28%. The combined annual operating deficit for both the sites was £150K pre-Covid, cannot be justified, particularly as 93% of the region do not use the sites. Discussions are ongoing with regard to the extent of the dilapidations and having obtained costings the Trustees believe the maximum outlay would be in the region of £505,000. In addition, estimated redundancy costs of £35,000 will be incurred and there are a number of assets on the Balance Sheet which have become impaired following this decision which will be written off in the coming year as follows:

Leasehold assets £220,300

Fixed assets £85,000

Stock £9,300

The charity has also received donations totalling £40,000 in respect of the campsites, which trustees are hopeful can be re-purposed, and deferred campsite income of £8,200 which have been returned since the year end.

The trustees are hopeful that the closure costs and impairment of assets may be significantly lower as organisations who have submitted recent bids to Trust For London for both sites have expressed their interest in retaining a number of existing structures and assets.

The trustees have prepared forecasts and budgets which take into account the cost of closing the campsites and believe there are sufficient cash reserves to cover these costs; furthermore, as campsite activity previously required regular subsidies, the long term financial position of the Region will be more secure following closures enabling focus on core activities - delivering training, organising events, growing membership and supporting units. As a result, the trustees believe that adoption of the going concern principle is appropriate for these accounts and the foreseeable future.