

Gingerbread Corner Annual Review 2019



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Thank you

The Trustees are pleased to present their Report and Audited Financial Statements for the year ended 31 March 2019.

In preparing the annual report and financial statements, the Trustees have adopted the provisions of the Statement of Recommended Practice, Accounting and Reporting by Charities issued in 2005. The Trustees' Report is also a Directors' Report as required by S417 of the Companies Act 2006 and all the Trustees are also Directors.

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Gingerbread Corner is a company
limited by guarantee.
Company no. 1424489
Charity no. 278093

Design
Ben Dzendzera

REFERENCE AND ADMINISTRATIVE DETAILS

Committee of Management	Selina Ali Lauren Crawford (resigned Nov. 2018) Debbie Degnan (Hon Secretary) Linda Hitchcock (Chair) Maria Martin Christina Mavrommati (Hon Treasurer) Viktoriya Ruda-Urbanska (appointed Nov. 2018)
Chief Executive	Sue Dzendzera
Deputy Chief Executive	Leanne Jones
Finance Director	Paula Carter
Charity Registration Number	278093
Company Registration Number	01424489
Registered Office	Gingerbread Corner Grenaby Avenue Croydon, CR0 2EG
Independent Auditors	Kings Mill Partnership Chartered Accountants 75 Park Lane Croydon, CR9 1XS
Bankers	National Westminster plc. Addiscornbe Branch 209 Lower Road Croydon, CR9 6RB

STRUCTURE, GOVERNANCE AND MANAGEMENT

Formation and Constitution

The charity was formed in 1976 and registered under The Charities Act 1960 (registration number 278093), becoming a Company Limited by Guarantee (registration number 1424489) in 1979. As such, the liability of the Company Members is limited, where every Member of the Company undertakes to contribute not more than £1 to the assets of the Company in the event that it is wound up while they are a Member or within a year after they cease to be a Member, for the payment of the debts and liabilities of the Company contracted before cessation of Membership, and for the costs, charges and expenses of winding up.

Gingerbread Corner is licensed under Section 19(1) of the Companies Act 1948 to dispense with the word "limited" after our name and, under Section 60 of the Companies Act 2006, this exemption continues. The Company is exempt from taxation.

The income and property of the Company is applied solely towards our objects as set forth in the Memorandum of Association, and Company Members receive no money, directly or otherwise, by way of profit.

Board of Trustees

Gingerbread Corner is controlled by a Board of up to nine Trustees, each of whom is a Company Member and usually a Friend of Gingerbread Corner. By encouraging all our carers to become Friends, and thus be eligible to become a Trustee, we ensure our work is impacted by our clients' needs and views.

All Trustees are required to provide two satisfactory references on appointment, as well as a satisfactory DBS certificate, Suitability Declaration and Trustee Eligibility Declaration, each of which must also be done annually thereafter. Trustees are also obliged to declare any potential conflicts of interest.

Our Trustees have Role Descriptions and new Trustees receive a verbal induction from the Chair and/or Chief Executive as well as a comprehensive Information Pack. We aim to run regular in-house Induction and Training Workshops, covering the Board's legal responsibilities and other issues (such as human resources, equal opportunities, health and safety), as well as enabling team-building.

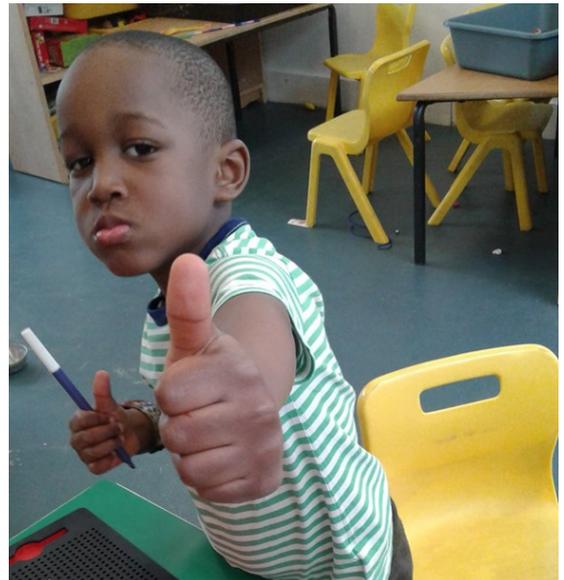
We believe that qualities such as enthusiasm, dedication and commitment are at least as important as the skills individuals Trustees can bring to the Committee. Trustees are encouraged to take up any external training offers (the costs of which Gingerbread Corner can cover) that may be of use to them.

The Board of Trustees, between 1st April 2018 – 31st March 2019, comprised:

- Selina Ali
- Lauren Crawford (resigned 1st November 2018)
- Debbie Degnan (Hon Secretary)
- Linda Hitchcock (Chair)
- Maria Martin
- Christina Mavrommati (Hon Treasurer)
- Viktoriya Ruda-Urbanska (appointed 9th Nov. 2018)

Organisational Structure

The Trustees delegate the operational management to the Executive Management Team, comprising Sue Dzendzera (Chief Executive), Leanne Jones (Child Care Director and Deputy Chief Executive), and Paula Carter (Finance Director).



The Out of School and Early Years Teams are each headed by a Child Care Manager and the Facilities Team is managed by the Director of IT and Facilities; each of these posts reports to the Child Care Director. The Kitchen and Domestic staff report to the Finance Director.

The Trustees meet at least quarterly and are kept informed of relevant issues through regular written reports and other communications from the Executive Management Team. The Chief Executive's formal reports include information on health and safety issues, changes to legislation, human resources, networking with other agencies, policy reviews, proposed new projects, etc. The Child Care Director's reports cover subjects such as changes in child care practice, issues around our child care provision centre provision and any complaints, praise or suggestions from clients. The Finance Director provides detailed quarterly information on Gingerbread Corner's financial performance, including income and expenditure against budget, cash flow projections and progress on fund-raising.

Human Resources and Training

We are committed to the continued training and development of our staff. Between them, our staff members have many qualifications and certificates, from NVQs in Child-Care to qualifications in Food Hygiene, Makaton and Change Management. Many of our staff are qualified either in Full or in Paediatric First Aid, and almost all have at least Level 2 in Food Safety and Hygiene. We trained two apprentices in the year under review and intend to employ more apprentices in subsequent years.



The Public Benefit Test

Gingerbread Corner's Trustees have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Public Benefit guidance issued by the Charity Commission. Those of prime relevance to Gingerbread Corner can be seen as including the prevention or relief of poverty and the relief of those in need by reason of youth, age, ill-health, disability, financial hardship or other disadvantage, although clearly issues around human rights and equality and diversity are also of paramount importance. We also have regard to the advancement of culture and to environmental protection or improvement.

A further requirement of the Charities Act 2006 is that charity Trustees prepare a report of activities which further its charitable purposes for the public benefit, and these activities are detailed on the following pages.

Evaluation of Gingerbread Corner's Charitable Activities, Achievements and Performance

Gingerbread Corner reduced its objects from seven to the following three to reflect the changes in society and in our client groups and activities since the previous Articles and Memorandum of Association were agreed.

FIRST OBJECT: Improve the social and economic circumstances of disadvantaged families

We achieve this objective by subsidising our excellent child-care facilities for children aged three months to 11 years. We aim to provide best value for money, and to be carers' first choice child-care centre. From 2019/20, our fee structure will be in six bands, five of them subsidised for carers with lower household incomes. However, particularly given the facilities we provide, even the highest band fees are still extremely competitive.

Unlike many nurseries and out of school schemes, Gingerbread Corner opens every week-day except bank holidays and one day per year for in-service training.

We have a Special Fund, managed by our Family Support Panel, which provides additional financial help to families in need in the following ways: small grants or interest free loans to families in short-term financial difficulty; grants to carers whose college or university bursaries don't cover the entire cost of their fees; where there is a special or additional need, such as a disability or a mental health issue, longer-term assistance with families' child care fees. In certain circumstances, the Panel is also able to provide funding for a brief course of Human Givens psychotherapy.

In addition, each member of our staff team works hard to provide a caring environment, not just for the children, but also for their carers. The senior staff in particular provide emotional and practical support to carers who are facing difficulties (such as being in debt, suffering domestic violence or facing homelessness), putting them in touch with those who may be able to help and, in some cases, acting as an advocate.

SECOND OBJECT: preserve, protect and improve the good health (mental, emotional and physical) of children and their carers

We enhance children's life chances by recording their development and making sure that we act on any concerns and ensuring that they have sufficient exercise. We make every effort to increase our children's self-esteem and self-confidence, enhance their learning (through play and other activities) and motivate them through creativity and curiosity. Our lunch and snack menus are 75% "homemade" and provide a healthy, nutritious and varied diet, including foods from various cultures.

We seek to improve families' knowledge and their emotional and mental health by keeping the carers up to date on relevant issues and legislation, via our informative and regularly updated website and Facebook page.

We are proactive in looking for opportunities to work with other agencies, such as Selhurst Children's Centre, to improve the life chances of carers, children and young people.

THIRD OBJECT: prevent and relieve the suffering of children who have been the subject of cruelty and maltreatment

We take our Safeguarding and Child Protection responsibilities very seriously, ensuring that we are alert to any concerns about our children and that any issues are effectively dealt with (in-house or by referral to other agencies). We will work with other organisations and agencies which aim to make a safer world for children.

Risk Management

We believe we have captured all reasonable financial, operational and regulatory risks, recorded the control measures and put in place plans to manage, mitigate or eliminate the risks.

Financial Review

Gingerbread Corner has not received any funding from Croydon Council since 2012. Whilst this has continued to be challenging, we have nevertheless continued to offer good quality and affordable child-care provision.

As always, as a service provider, the vast majority of our income comes from clients' fees. Our fee income has increased from £896,617 the previous year to £1,005,037, due in part to an inflationary increase in fees and in addition to increased numbers of children attending.

Overall, our income was £1,073,893 compared to £946,694 in the previous year.

There was an increase in expenditure from £980,360 to £1,028,386 in the main because we had



recruited to our full staff establishment to reflect the increase in numbers of children attending.

We had a surplus of £45,507 which will mainly be used to buy a much needed new minibus and bolster the reserves and contingency fund.

Although we carry out various fund-raising activities, such as sponsored events, we find that client participation is limited, due both to our clients' time pressures and financial constraints. The majority of our clients are lone mothers (who not only have sole responsibility for their children, but are likely to be in lower-paid jobs). In addition, over the years, even statutory services such as schools have become ever more reliant on their own fund-raising, thus adding to the call on families' finances.

Nonetheless, we would of course like to take this opportunity to thank our staff and volunteers for their efforts, and we continue to look for new and interesting ways to increase our fund-raising capabilities.

Reserves Fund

In line with best practice and legislative requirement, our Reserves Policy is reviewed annually and covers why we hold reserves, the level of reserves held, the steps taken to maintain reserves at the agreed level, contingency fund levels and arrangements for monitoring and reviewing the Reserves Policy.

The Trustees aim is for our reserves to be sufficient to cover our commitments to staff redundancy pay and other contracts assuming a wind-down period of six months and that Gingerbread Corner is protected from insolvency.



Contingency and Designated Funds' Policy

Under this policy, reviewed annually, funds are transferred, as per the budget, into a Contingency Fund, designated for general contingencies. For the year under review, there is a Designated Fund for capital expenditure on vehicles, as well as expenditure on outdoor play, ICT and catering equipment for which there is no revenue budget.

Investment Policy

Our Investment Policy, reviewed annually, ensures that our funds are properly protected, e.g. that the capital is not put at risk and will be protected against inflation, and that the best income is obtained from those funds with which to carry out our activities.

Trustees bear in mind that any decision to avoid certain investments or institutions must be centred on Gingerbread Corner's interests. Thus they may decline to invest in a particular company if it carries out activities which are directly contrary to Gingerbread Corner's purposes or if such an investment would directly impede the furtherance of Gingerbread Corner's objects, e.g. causing a loss of financial support from subscribers.

STATEMENT OF BOARD OF TRUSTEES' RESPONSIBILITIES

The Committee Members, who are Trustees and Directors of Gingerbread Corner, are responsible for preparing the Trustees' Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- a) select suitable accounting policies and apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and estimates that are reasonable and prudent;
- d) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the charitable company's auditor is unaware. They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Board of Trustees on  and signed on its behalf by Order of the Board.

Linda Hitchcock
Chair
Gingerbread Corner Management Committee

Thank you!

We would like to thank everyone who has donated time or resources or equipment to Gingerbread Corner. In particular,

For donating toys, books and clothes

Bethany Carter
Susan George
Donna Spencer
Chika Esimaje
Pravina Ellis
Chika Esimaje
Tatiana Wates
Keely Grimes
Claire Kaniecki
Arran and Isla Coole

For regularly bringing us excellent items for junk modelling, Derek Cooper and Angy & Bob Bell and, for providing cakes for our last Annual General meeting, Sheila McCormack.

We continue to be grateful to all our volunteers who have given their time generously, particularly our loyal regular, Alesha Biggs

Thanks to Nick Fiandre at the Brit School for allowing us to use their car park to facilitate our after school pick up and, once again, to Heavers Farm for lending us their stage each year for our AGM performance.

Thanks to all parents, neighbours and staff, who helped us raise money through our "Rag Bag" and to Tesco and Fairshare for food donations through the Community Food scheme.

Finally, I would like to record our appreciation to each and every one of our staff, for their commitment and enthusiasm and care of the children, and for regularly giving their own time to ensure that the service we provide at Gingerbread Corner is the best!



LOTTERY FUNDED



department for
children, schools and families

