

Being our best



Girlguiding's Annual Report and Financial Statements

For the year ending 31 December 2017



WE DISCOVER, WE GROW

Girlguiding

Girlguiding is the leading charity for girls and young women in the UK. Our amazing volunteers inspire girls to find their voice and be their best, giving them a space where they can be themselves, have fun, build brilliant friendships, gain valuable life skills and make a positive difference to their lives and their communities.

Our vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

Our mission

Through fun, friendship, challenge and adventure we empower girls to find their voice, inspiring them to discover the best in themselves and to make a positive difference in their community.

Our values

Caring, Challenging, Empowering, Fun, Inclusive, Inspiring.

A massive thank you!

Thanks to over 110,000 volunteers across every part of the UK we can deliver life-changing opportunities for girls and young women through Rainbows (aged 5 to 7; 4 to 7 in Northern Ireland), Brownies (aged 7 to 10), Guides (aged 10 to 14) and The Senior Section (14 to 25).



Contents

Trustees' report	4
Structural information	18
Statement of the trustees' responsibilities	19
Notes to the trustees' report	20
Review of financial position	22
Independent auditor's report	24
Consolidated statement of financial activities	26
Charity statement of financial activities	27
Consolidated balance sheet	28
Charity balance sheet	29
Consolidated cash flow statement	30
Charity cash flow statement	31
Notes to the financial statements	32

INTRODUCTION

The trustees of Girlguiding are pleased to present their report for 2017.

As the UK's largest charity for girls and young women, Girlguiding gives girls a space to discover and grow, enabling them to find their voice and make a positive difference in the world while they enjoy exciting girl-led programmes. Thanks to the dedicated work of our 110,000 amazing adult members we offer girls fun, friendship, challenge and adventure, supporting them to achieve their potential and change the world for the better.

In 2015 we set ourselves an ambitious strategic plan: by 2020, we will empower even more girls to find their voice and be their best through high-quality, girl-led programmes delivered by inspirational leaders. This year saw us pass the halfway point in our five-year plan, and we are pleased to be able to report significant progress towards our targets.

Our performance targets are grouped within the four strategic themes of Excellence, Access, Voice and Capacity. We have updated our key performance indicator (KPI) framework for 2017 as well as creating a set of overarching KPIs to which both local and national guiding contribute. In the pages of this report we demonstrate the progress we have made towards achieving these targets and showcase the range of work that has been done. We also set out the next steps in our long-term strategy.

A busy year across the organisation has featured some standout achievements, such as the launch of our upgraded membership system, the well-received rollout of taster materials for our new programme and our most successful fundraising year to date. We've improved access to the benefits of guiding through inclusion initiatives and put in place a new strategy to grow our membership in all

communities. And in a year in which listening to women's voices became a topic of intense discussion across society, Girlguiding enabled the voices of our girls and young women to be heard, influencing government policy and bringing about important legislative changes.

Our successes are, of course, a testament to the dedication and hard work of our incredible adult members who deliver 27,000 groups every week across the UK. The trustees would like to thank our adult members and other volunteers who give millions of hours every year to our organisation and without whom Girlguiding wouldn't exist. Thanks are also due to the dedicated staff teams. The commitment of adult members and staff, combined with the inspiring enthusiasm of our young members, ensures that our charity is in a very strong position to be our best as we look to the future.

Catherine Irwin
Chair of Trustees





EXCELLENCE

We will improve the excellence of our programme offer and delivery.

Girlguiding is committed to offering every member the very best guiding experience. We want our young members, who are aged between 4 and 25, to have adventures, be challenged, make friends, have fun and learn more about themselves and the world around them. We want our adult members to do exactly the same. And we will provide the tools and resources for all members to enjoy guiding in a safe and supported environment.

What we want to achieve by 2020	Our 2017 target	Our 2017 result
• 97% of girls would recommend guiding to a friend	95%	93%
• x%* of young members have been a member of Girlguiding for three years or more when they leave Girlguiding	Not defined	19%
• At least 70% of units that complete the accredited quality mark achieve the required standard	70%	72%
• 95% of eligible volunteers receive essential training every three years**	15%	19%
• 95% of volunteers feel confident performing the key tasks required for their role	85%	77%

* As this is a new performance indicator, we'll set the target figures for future years based on the 2017 results.

** In 2017 this KPI measured the proportion of volunteers who completed Level 1 of our new Safeguarding training. This training was rolled out in Q4 2017 and will be delivered to all volunteers over three years, hence the 15% target for volunteers completing it in 2017.

WHAT WE DID IN 2017

Programme: We will offer girls the dynamic programme opportunities they want and need

We are delighted that young member satisfaction with their guiding experience remains very high, with 93% of young members saying they would recommend guiding to another girl. However, we did not achieve our stretch target of 97% in 2017 and, in fact young members' likelihood to recommend Girlguiding fell 2% compared to 2016. This result reflects the fact that 2017 was a year of development and testing for our new programme and while a lot of excitement and interest was generated through testing new activities with young members, the membership as a whole will not experience the benefits of new programme in its entirety until 2018.

Girlguiding's programme of activities, challenges and badges is a core part of our offer to young members. It shapes their everyday guiding experience - so it needs to be dynamic, varied, relevant and, of course, fun! We began a major renewal of the programme in 2016, and during 2017, we developed and finalised 200 new unit meeting activities and 204 new interest badge activities. Over 5,300 units volunteered to test activities and provide feedback on every new activity, enabling 41,914 girls to get involved and give their views on their own programme. We distributed 'taster packs' with samples of new activities to 25,605 units in July 2017; feedback showed that the new format was easy to use and supported girls to take the lead in their unit. The new programme will be revealed in summer 2018.

As part of this project we'll be transforming The Senior

Section. During 2017 we consulted and worked with members to develop a new programme offer, name, brand and uniform for the 14-18 age group - and the renewed section, Rangers, will also launch in 2018. We also developed a new offer for the 18-30 age group, who from 2018 will be able to enjoy a 'pick and mix' style offer of social, skills development and volunteering opportunities specifically tailored to young adults. The change to the section ages was met with concern by some members of The Senior Section, which partially explains the 2% reduction in member satisfaction in 2017.

While the unit programme is a foundation stone of the guiding experience, we enable girls to extend it with a huge range of other opportunities. The exciting national and international events we offered in 2017 gave girls the chance to look wider and challenge themselves in new ways, from exclusive pop concerts (our BIG GIG, now in its 16th year, drew crowds of 19,374 young members) to international camps (a UK contingent of 107 participants and service team members travelled to Iceland for Moot, a two-yearly camp for Guiding and Scouting members from all over the world). Across the UK, members came together for a huge range of large-scale regional and local events, plus national camps like our annual Wellies and Wristbands summer festival and our extreme winter survival camp, Sparkle and Ice. Our Guiding Overseas Linked with Development (GOLD) programme remained popular, with 40 members travelling in teams to Aruba,



Maldives, Peru, Mexico, Rwanda, Oman, Zambia, Estonia and Georgia in 2017. Two young members were selected to be part of the UK delegation to attend the World Association of Girl Guides and Girl Scouts (WAGGGS) World Conference in India.

Girlguiding's peer educators are young members aged 14-25, who undertake training and then deliver

sessions to other guiding groups on topics relevant to girls' lives. In 2017 we trained over 200 peer educators, who delivered 807 sessions to 13,964 young members, and developed a new Peer Education resource on gender stereotyping, *Breaking Free*, to be launched early in 2018.

Leadership: We will support and encourage our volunteers to be inspirational leaders

We're incredibly proud of the great guiding delivered by our committed adult members and other volunteers, and by developing our approach to quality assurance we're giving them a chance to demonstrate their excellence. Having first piloted a quality assurance scheme in 2015/16, in 2017 we tested two different models for unit leadership teams to show that they are giving girls an excellent experience, including an externally accredited Quality Mark. We're delighted that 72% of the 182 units who submitted a portfolio have achieved the Quality Mark, exceeding our target for the year. The two pilots also provided valuable learning for the organisation. As a result the board of trustees has agreed a new organisational approach to quality assurance, and in 2018 we'll develop and launch a new

set of standards for good quality guiding.

Ongoing leader training helps our leaders feel confident about applying Girlguiding's current policies and standards, as well as offering them personal development opportunities. We developed and rolled out a refreshed safeguarding training programme in the autumn of 2017, to ensure that we stay at the forefront of safeguarding good practice. The modular scheme, with four levels, is designed to be adaptable for adult members and other volunteers in different roles, ensuring its relevance to all. The new training is being rolled out to more than 100,000 adult members over three years and we are pleased to have exceeded our target of 15% of adults being trained during the fourth quarter of 2017.

Resourcing: We will help our volunteers find the resources they need to deliver a great programme

In order to provide great guiding in a safe environment, leaders need easy access to reliable, up-to-date information and policies. To support them, we continued to refresh our compliance framework, drafting new policies and procedures including a new Code of Conduct and updated policies on safeguarding, managing adult members and other volunteers, health, safety and wellbeing, adult member recruitment and vetting, social media, complaints and fundraising. We're working towards organisational compliance for the General Data

Protection Regulation (GDPR) and will support our adult members to update their knowledge of data protection in order to keep their and girls' data safe.

While it's encouraging that 77% of adult members feel confident in performing the key tasks required in their role, we have much more to do to help our volunteers adapt to the new compliance framework so we can hit our ambitious 95% target. Our focus for 2018 and 2019 will be to support our volunteers to understand and apply the new policies and procedures confidently.

WHAT WE WILL ACHIEVE IN 2018

By the end of 2018 we will do the following:

- Deliver the new Girlguiding programme for all age sections, including a new 14-18 section offer, so our programme meets the needs and aspirations of our young members.
- Deliver refreshed A Safe Space training to support our adult members and staff to keep our young members safe.
- Deliver the second year roll-out of the new compliance framework so our adult members have up-to-date knowledge on how to deliver safe and legally compliant guiding, including new policies and procedures on managing information to ensure that we are compliant with the General Data Protection Regulation.
- Develop a new competency-based approach to learning and development to ensure all adult members have the training and development opportunities they need to deliver their roles with confidence.
- Develop new standards for good quality guiding, and support unit leadership teams to understand and use them to deliver an excellent experience for girls.

We will increase the number of girls from all backgrounds who can access the benefits of guiding.

Girlguiding is open to every girl and young woman, and we want to reach out to those who may not ever have considered guiding as something they could get involved in, or don't have access to a local guiding unit. By actively promoting the fun, friendship, opportunities and adventure of guiding, we aim to grow our membership and extend the benefits of guiding even further.

What we want to achieve by 2020	Our 2017 target	Our 2017 result
• Girlguiding membership grows by at least 7,500 annually from 2019	515,413	501,590 (-2.6%)
• Increase the number of new units opened	398	389
• 55% of the general public would recommend Girlguiding to a girl they know	51%	55%

WHAT WE DID IN 2017

Membership: We will be able to welcome all girls and young women who want to join us

During 2017 we started work on implementing a new strategy for growth and member retention, in response to a slight decline in our overall membership numbers. We were very disappointed that we did not achieve our ambitious targets for growth during 2017. We believe that we are pursuing the right strategy to create the growth we want, but it will take longer than we had hoped for these activities to impact on our overall membership numbers. At the end of 2017 we were just under our new unit opening target, but have secured significant external investment to boost new unit growth from 2018-20.

Seven new workstreams were developed to support adult member recruitment and member retention, and to open new units. We were successful in securing a total of £1,140,863 from the Pears Foundation and

UPS Foundation to fund a new growth and development staff team and invest in data analytics, to help us grow our capacity to accept more girls and open new units in areas of social deprivation. This puts us in a strong position for 2018.

Projects we undertook in this area of work included the creation of a programme of member retention communication to help leaders and commissioners retain adult and young members. We also developed and piloted a new unit start-up kit, to be launched in April 2018, which provides step-by-step guidance on how to set up new units. And we published a county growth plan template and tools to support county teams with their plans for growth and retention. We also trialled a new training module for growth, which will be rolled out in 2018.

Appeal: We will increase the number of girls and young women who want to join us

In order to attract more girls, we need them to know about the real Girlguiding - which means we need to speak out about who we are and what we do, loud and clear. In 2017 we secured an impressive 90% of on-message media coverage across the organisation, promoting understanding of guiding and making it more appealing to girls and potential adult members and volunteers. We were pleased to exceed our public awareness target this year, with 55% of the general public saying they would recommend Girlguiding to a girl they know.

We also delivered our first ever national recruitment campaign, #KnowYourPlace, to promote the benefits of volunteering with Girlguiding among women aged 25 to 34. This multi-channel campaign included an online video, social media activity, search marketing, a media partnership, PR and printed materials for local use. The campaign succeeded in reaching over 3.6 million people, the online video received more than 1.8 million views and the number registering their interest in volunteering increased by 111% compared to the

weeks before the campaign.

We prepared our existing members for the campaign by running a 'recruitment boot camp' member communications programme to ensure our current members were ready for an influx of new volunteers.

In late 2017 we began developing a new offer for young adult members aged 18-25. Comparative research and large-scale consultation with both members and non-members was launched in 2017, alongside a new communications strategy to address the concerns of members. Work also began on the development of a new youth participation strategy for Girlguiding: analysing research, mapping current practice across national, country/region and county teams, and consulting members to address barriers to ensuring young members have a voice within the organisation. We've been working to set targets for the numbers of members aged under 30 in decision-making roles, and have used this work to inform our youth participation strategy so we can continue to increase the number of young people in leadership roles.

Inclusion: We will develop strong partnerships to enable girls and young women who do not currently have access to guiding to join us

In 2017 we trialled and launched some innovative resources to support members on the autistic spectrum: a communication passport and a visual timetable, with cards that young members can use to express how they are feeling and communicate effectively. We've had amazing feedback so far, with members continuing to request the packs as they hear about them.

We launched our reviewed Equality and Diversity Policy and piloted a new disability confidence training plan in partnership with Scope, which will roll out in

2018. The training will help adult members to integrate more people with disabilities into guiding with confidence. The growth and development funding mentioned above will allow us to deliver a project to increase our diversity by taking guiding into new communities and areas that don't have guiding.

We also worked in consultation with Gendered Intelligence on our transgender inclusion policy and developing our resources, which are available on the website. These are designed to support our members to talk about transgender topics with confidence.

WHAT WE WILL ACHIEVE IN 2018

By the end of 2018 we will do the following:

- Develop an ambitious new offer for 18- to 30-year-old members, which will provide empowering opportunities for adventure and personal development, led by young adults, for young adults.
- Develop a flexible membership offer so adults who need to step back from active volunteering can stay involved with Girlguiding.
- Invest in a new team of growth and development staff to deliver new capacity in targeted local areas, enabling us to grow and diversify our membership.
- Develop improved ways to communicate with, and engage, girls and parents to improve their experience and help retain them for longer.





VOICE

We will improve the way we listen to and promote the voice of girls and young women.

Girlguiding has always provided girls with a platform from which they can use their voices and abilities to change the world around them. Learning about what girls think, want and aspire to means we can empower them to speak out and take action on the issues they care about.

What we want to achieve by 2020	Our 2017 target	Our 2017 result
• 25% of Girlguiding governance and volunteer roles outside units are occupied by women under 30	Not defined	12%
• 55% of the general public think Girlguiding gets girls' views heard on the issues that matter to them	52%	42%
• 100% of young members take part in social action	96%	75%*

*The sizeable drop in young members reporting engagement in social action may be due to changes in the membership survey design and timing. The survey went out in December and was significantly longer than last year which resulted in a drop in the numbers of respondees compared to 2016. 15% of respondees said 'not sure' to this question suggesting that young members may not recognise when they are undertaking social action activities. The lower level of national advocacy activity during 2017 may also mean that there were fewer opportunities to engage in national advocacy activity.

WHAT WE DID IN 2017

Social action: We will empower girls to change the world around them for the better

Social action has always been at the heart of guiding, and we're hugely proud of all our members' activity, from fundraising for other charities to campaigning for change nationally, and helping out with community projects. We were disappointed that we missed our target for engagement in social action during 2017. One factor in the lower result is the lower level of national advocacy activity that took place during 2017. This meant that there were fewer opportunities for young members to take part in national campaigns. Supporting all our young members to take part in social action is a priority for us - the launch of the new programme with a specific 'Take Action' theme in 2018 will help increase awareness of social action and provide more opportunities for young members to take action on issues they care about. In 2016 we

established Action for Change, an advocacy scheme that supports young members to create their own social action projects as part of a wider network. During 2017 we completed pilot programmes in Scotland and south-east England, and launched the nine-month programme in the north-east, north-west and Midlands regions. We're proud that 67% of participants have already launched social action projects across a broad spectrum of interest areas. Projects include clothes-swap sessions to raise awareness of the impact of fast fashion, a campaign to make Tube signage more inclusive of invisible illnesses, an anti-bullying blog and teacher training session to raise awareness of the impact of bullying on girls, and a project to get better STEM careers advice in school.

Research: We will be experts in what girls and young women in the UK think

As the UK's largest membership organisation for girls and women, we're in a unique position to understand what girls care about. In 2017 we continued to deliver first-class research into girls' voices and opinions through our annual Girls' Attitudes Survey. This year, the influential survey reported girls' views on topics including gender stereotyping, technology, education, personal safety and everyday sexism. Its results are being widely quoted in the media, and three Advocate panel members were invited onto the Good Morning Britain sofa to discuss them. The report is also being used by stakeholders and decision makers, informing the government's Industrial Strategy and Online Safety Strategy. Key parliamentarians were briefed on relevant sections of the report and a young member presented evidence to the House of Lords committee on citizenship.

We also conduct and use regular polls on issues that

are priorities for girls. For example, in the run-up to the General Election girls told us they were fed up with the outdated and sexist treatment of female politicians in the press, with 41% of girls (aged 9 to 16) saying they felt there had been a rise in media sexism in the last six months. We fell short of our target for general public perception that Girlguiding gets girls' voices heard on issues that matter to them. This was due to a lower than normal level of national campaigning activity during 2017, which provided fewer opportunities for Girlguiding to speak out and be heard on national issues.

In 2018 we will be consulting 10,000 young members through our #FutureGirl project to create a new mandate for change. This will inform our advocacy activity for the next few years and will provide many more opportunities for girls to get their voice heard nationally and internationally on issues they care about.

Girls: We will ensure that girls and young women have their say in guiding and beyond

Girlguiding gives girls a platform from which to express their views and call for change on the issues that matter to them. We're proud to report on the attainment of several of Girlguiding's key advocacy goals in 2017. Relationships and sex education (RSE) has been made compulsory in schools in England - a development that our members, along with many others, had been calling for in the media and with decision makers. Girls spoke out about sexual harassment in schools, with coverage in *The Telegraph*, the *Guardian* and 5 News. Girlguiding then advised the Department for Education on this issue, with girls presenting data from the Girls' Attitudes Survey and sharing experiences at evidence sessions. The topic has since been included in the department's new bullying guidance for schools - the first time schools have ever received guidance on sexual harassment. Finally, the requirement for age verification on online pornography sites has been included in the Digital Economy Bill. Girls had called for this change, and members of our Advocate panel met with Baroness Jones of Whitchurch to share our data and experiences. Baroness

Whitchurch went on to cite these statistics in a House of Lords debate on the bill.

In 2017, 25% of all media coverage secured included the voice of a girl or young member, giving audiences a first-hand account of the opportunities guiding offers. Highlights included Brownies sharing their badge goals on BBC Breakfast, lunchtime news and across regional radio stations as part of the consultative process of developing our new programme, and an Advocate panel member joining a Late Night Woman's Hour panel discussion as part of a 'live from Girlguiding HQ' special.

Within guiding, we're working to increase the influence of young women in our decision-making processes. We have carried out research and mapped current youth participation practice across the organisation. For the first time we have baselined the participation of women under 30 in decision-making roles and look forward to further improving younger women's representation during the remaining two years of our strategic plan.

WHAT WE WILL ACHIEVE IN 2018

By the end of 2018 we will do the following:

- Publicise the fantastic opportunities our new programme offers girls and young women, and the opportunities and benefits adults get from volunteering with us.
- Deliver and begin implementation of a new youth participation strategy which will involve young members in all levels of guiding, from Rainbows to trustees, from district to national level. We'll ensure that young members play a key role in shaping the future strategy of Girlguiding.
- Tell the world about girls' lives in 2018, through launching and celebrating the 10th anniversary edition of the Girls' Attitudes Survey.
- Speak out about girls' priorities for change through our new girl-led 'Future Girl' advocacy programme, which we'll develop through consultation with 10,000 young members.



We will improve our structures, processes and capacity.

Having the right resources in place means that we can offer our members a safe, consistent environment in which their guiding can take place. From technological support to long-term strategic planning, we provide a structure that is fit for purpose and adapts with the changing needs of Girlguiding.

What we want to achieve by 2020	Our 2017 target	Our 2017 result
<ul style="list-style-type: none"> Income growth in line with budget (national fundraising and trading, and members' subscriptions) 	£11,604,122	£10,641,570
<ul style="list-style-type: none"> 85% of Girlguiding staff and volunteers would recommend Girlguiding as an organisation to work or volunteer for 	85%	85%

WHAT WE DID IN 2017

Finance: We will ensure the financial sustainability of Girlguiding

2017 was our most successful fundraising year to date: thanks to our amazing supporters, we once again grew our voluntary income, raising £1.99m in total. Our success simply wouldn't be possible without the generosity of our supporters; together, we are transforming girls' lives in communities across the UK. We're extremely grateful to every single supporter - all those who have kindly given donations, all those who left a gift in their will or who gave a gift in memory of a loved one, and our intrepid charity challengers. We would like to say a special thanks to HM Government for funding our youth programme via the Tampon Tax Fund, players of People's Postcode Lottery, Pears Foundation, Esmée Fairbairn Foundation, Tesco PLC, Rolls-Royce, and Pets at Home Ltd.

We launched new partnerships with The UPS Foundation, Merlin Entertainments and Odeon. From providing thrilling experiences at UK attractions and exclusive film screenings to helping us drive sustainable growth, these new partners are bringing fantastic benefits for our members and we're delighted to have them on board.

2017 also saw the launch of our specific Girlguiding Activity Centres fundraising activity. This got off to a flying start with Betty, the Royal Astronomical Society (RAS) and UK Space Agency all attending our Wellies and Wristbands festival.

Our members showed the extent of their generosity, raising over £23,000 in the wake of Hurricane Irma to help guiding associations in affected countries to replace valued items such as equipment, resources, uniforms and publications.

In a challenging and uncertain financial climate, Girlguiding's income was down against our targets this year; however, cost-conscious and adaptable management meant that we delivered a financial surplus.

In anticipation of programme renewal in 2018 Trading Services have been concentrating on managing stock levels to ensure members are served with their needs. We started to develop a new online shop which will be launched in 2018, providing a stable platform for the future, improved user journeys, mobile and tablet functionality and access for our network of volunteer shops.

Processes and systems: We will have processes and systems that are fit for purpose and efficient, and which change with our needs

This year saw the successful culmination of a long-term project to upgrade our membership systems. We merged our enquiry system with our membership database, including the back office system used at county, country/region and national levels, into one modern platform.

This project involved migrating all the data and helping 100,000 adult members transition from using two systems to one single online portal which can now also

be used on mobile phones and tablets. The upgraded system was launched in summer 2017 and has been well received by members.

During 2017 we have made a number of improvements to Girlguiding's IT network and infrastructure. In response to increasing public concerns about cybersecurity, we have increased levels of security and improved the resilience of our systems.

Staff: We will have the staff we need with the right skills and abilities

In 2017 we introduced a diversity and inclusion initiative which included signing the Time to Change pledge and joining The Business Disability Forum and Stonewall. We have established both an internal staff group to focus on diversity and inclusion and an external network of charities prioritising diversity and inclusion within the workplace. Providing a safe and healthy working environment that promotes staff well-being remains a priority for us, and as part of that, in 2017 we introduced a Wellbeing policy and developed Wellbeing Action Plans that staff are

encouraged to complete and own individually. Staff were offered regular workshops on a host of wellbeing topics such as resilience and meditation and we invited external speakers to present on the support they provide, including Samaritans and Beat. We continued to offer staff a range of training opportunities and introduced new courses into our in-house training calendar, such as managing diversity, managing conflict, finance, assertiveness and customer service.





CAPACITY - CONTINUED

Structures and decision-making: We will have effective structures and decision-making processes

In 2017 we worked to clarify role descriptions, responsibilities and performance targets for different tiers of guiding. We undertook an operational effectiveness and value for money review and agreed to take forward its recommendations to improve our efficiency and also reduce the administrative burden on our members.

We also developed and rolled out a new key performance indicator (KPI) and performance indicator (PI) framework, with a set of organisational key performance indicators to measure success and to highlight areas for focus. The new framework includes a set of local performance indicators for guiding structures to inform regional activities.

This year, staff and adult members worked to update the role description and recruitment process for Girlguiding's most senior member, the chief guide. Recognising that women's lives and roles are changing and that patterns of volunteering need to reflect this, Girlguiding's council agreed to split the former role of chief guide into two roles - chair of the board, focusing on governance leadership, and chief guide, focusing on adult member leadership. We successfully recruited to both posts in spring 2018. This change was made in recognition of the different skill set required of each role, the commitment of time needed, and the importance of ensuring dedicated and effective scrutiny and good governance.

WHAT WE WILL ACHIEVE IN 2018

By the end of 2018 we will do the following:

- Develop plans to implement the recommendations from Girlguiding's operational effectiveness review to secure better value for money, reduce the administrative burden on our adult members and clarify the roles and responsibilities of each level of guiding.
- Develop new fundraising streams by auditing existing local/national fundraising activity, and developing a new legacy and in-memory giving strategy.
- Continue to invest in and grow our fundraising income so that we can keep on giving even more girls life-changing adventures.
- Deliver upgrades to our membership, IT and finance systems so they are fit for purpose and can adapt as our needs change.
- Deliver first-class customer service to all members and the public by implementing clear customer service standards and updated systems and processes.
- Deliver the first stage of our digital transformation strategy so we are making the most effective use of digital tools and channels across Girlguiding.



CONCLUSION

2017 has been a year of great change for Girlguiding, and we've been so proud to see the energy and enthusiasm with which our members and staff have worked towards and adapted to change. The first taster materials for our updated programme were released to wide acclaim, in preparation for the main programme launch in 2018. Our upgraded membership system was delivered on time, making administration easier and more streamlined for members. As part of our ongoing drive to improve, we set ourselves new performance targets in areas such as retention and volunteer training, and look forward to measuring our progress against these in future years.

We know how much our young members get out of Girlguiding: and the fact that 93% of them would recommend guiding to a friend, really reaffirms that. We are thrilled that almost 42,000 have been involved with developing and testing their new programme this year. With such a high level of input from our young members, we can be confident that in 2018 we'll deliver a new programme that will engage girls and inspire them to take the lead as they embark on their next guiding adventures.

We look forward to welcoming more new staff in 2018 as our growth and development plans progress. A new team focused on growth and retention will help us to expand guiding into areas where it's not currently available, bringing the benefits of fun, challenge and adventure to many more girls. We'll also extend our appeal to young women, with exciting relaunched offers for the 14-18 and 18-30 age groups.

In a world where female voices urgently need to be heard, we'll be celebrating the 10th anniversary of our ground-breaking Girls' Attitudes Survey, giving even more girls a chance to speak out about the issues that matter to them. We can point to our many successes in supporting girls to get their voices heard to influence public policy and make a real difference. With a new 'Future Girl' advocacy initiative also planned for 2018, we're empowering more girls than ever to speak out and be the change.

More than halfway through our five-year plan, we're proud of our successes so far and confident about meeting the challenges ahead. We are enormously grateful to our hard-working and committed volunteers and staff, who continue to deliver excellence, and to our supporters, who enable us to do so much for girls. Finally, we thank the girls themselves for their energy, their ideas, their readiness to challenge themselves and grow. We look forward to our next adventures together.

Catherine Irwin
Chair of Trustees



EXCELLENCE



ACCESS



VOICE



CAPACITY



STRUCTURAL INFORMATION

GOVERNING DOCUMENT AND CONSTITUTION

The Guide Association is incorporated by Royal Charter and is registered as a charity (Charity registration number 306016, OSCR registration number SC038436) with its headquarters at 17-19 Buckingham Palace Road, London SW1W 0PT. The Association has its affairs managed and regulated by a Board of Trustees. The constitution of Girlguiding's Council and the Board of Trustees, and the exercise of powers by the Council and Trustees, are set out in the Bye-laws to the Royal Charter.

The Board of Trustees has five sub-committees: Audit and Risk, Finance, Nominations and Governance, Remuneration and the Operational Board. Terms of reference for each committee clarify the roles and responsibilities of each, their decision-making remit, and the requirements for them to exercise scrutiny and make recommendations to the Board. The decision-making framework for both the sub-committees and the CEO and senior staff is laid down in the Scheme of Delegated Authority which is reviewed annually by the Board of Trustees.

Revised Bye-laws came into effect in February 2018. This followed recommendation by the Trustee Board and approval by the Council of a new, stand-alone role of Chair of the Board (the chair role having been undertaken by the Chief Guide prior to that change). This enables greater focus by the Chief Guide on volunteer leadership, and by the Chair on governance leadership.

ORGANISATION STRUCTURE

Guiding within the United Kingdom is organised into a number of geographical areas to provide support, lines of two-way communication and opportunities for young members, Leaders and Commissioners to make decisions and take responsibility. Each of the six regions of England and the three countries of Scotland, Ulster and Wales has a Chief Commissioner, who is chair of a board of trustees which is appointed according to the country or region constitution and which is responsible for the administration of guiding in that country or region.

The Board of Trustees of the charity

Chair of the Board

Catherine Irwin (from 01.05.18)
Val Elliott (interim from 09.03.17 to 30.04.18)

Chief Guide

Valerie le Vaillant OBE (until 09.03.17)
Amanda Medler (from 22.02.18)

Deputy Chief Guide

Sally Illsley (until 22.02.18)

Treasurer

Robert Cox
Jaki Booth
Maya Dibley
Val Elliott
Alex Farrow (from 01.08.17)
Carole Graham MBE
Zoe Harris (until 31.07.17)
Su Hassall
Helen Humphreys (until 30.10.17)
Benny Lawrie (until 31.01.17)
Margaret Mackie
Roselyn Old (until 31.07.17)
Della Salway
Helen Shreeve (from 01.02.18)
Helen Timbrell (until 04.04.17)

Appointment and induction of trustees

The members of the Board of Trustees are appointed pursuant to the Royal Charter and Bye-laws.

The Chief Guide and Deputy Chief Guide are appointed in accordance with Regulations proposed by the Board and approved by the Council; the Chair and other trustees are appointed by the Board. In all appointments, the Nominations and Governance Committee is involved in the process to ensure a breadth of professional background and experience suitable to direct the affairs of the charity. There are established procedures for the induction of each trustee to ensure that they are aware of the responsibilities of a trustee and the ways of working within the charity. All trustees are required to take part in group trustee training sessions at least once a year and trustees are also invited to attend specialist one-off training sessions on aspects of their role offered by sector training organisations.

The Guide Association's key management personnel

Chief Executive

Julie Bentley

Deputy Chief Executive and Strategy Director

Ruth Marvel

Marketing and Communications Director

Becky Hewitt (until 27.07.17)
Devia Gurjar (from 31.07.17)

Operations Director

Jonathan Whitehead (from 16.01.17)

Corporate Resources Director

Gary Hocking (until 25.02.18)

Commercial, Property and IT Director

Gary Hocking (from 26.02.18)

Finance and Professional Services Director

Christine Grant (from 26.02.18)

Professional advisers and consultants

The professional advisers and consultants during 2017 have been as follows.

Bankers

National Westminster Bank Plc,
169 Victoria Street,
London SW1E 5BT

Fund managers

Cazenove Capital Management,
12 Moorgate, London EC2R 6DA

Auditors

BDO LLP, 55 Baker St, London W1U 7EU

Legal consultants

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

STATEMENT OF THE TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting 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 group and parent charity and of the incoming resources and application of resources of the group and parent charity for the year. In preparing those financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Board of Trustees is 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 group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 and regulations made thereunder. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Trustees is responsible for the maintenance and integrity of the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements and other information included in annual reports may differ from legislation in other jurisdictions.

"I liked doing the tunnelling - it was scary but fun."

RAINBOW

LEADER

"I enjoy everything about Girlguiding but one of the best things is doing activities most people wouldn't do and making them shocked when you tell them - so anything from abseiling to going away!"

GUIDE

"At Guides, I could be myself, be silly, try new things and have fun. I could finally believe that no one was judging me."

NOTES

THE GUIDE ASSOCIATION AND PUBLIC BENEFIT

'Girlguiding' is an operating name of The Guide Association which is incorporated/governed by Royal Charter, and is a registered charity in both England and Wales (number 306016) and Scotland (OSCR SC038436).

The charity's trustees have a duty to report on the charity's public benefit in the Annual Report. The benefit that the charity brings to girls and young women, their community and the wider world is explicit in our charitable purpose.

OUR CHARITABLE PURPOSE

'To promote the education of girls and young women to help them develop emotionally, mentally, physically and spiritually so they can make a positive contribution to their community and the wider world.'

It is also reflected clearly in Girlguiding's vision and mission, which are an expression of the charity's purpose and direction which spearhead the strategic plan for 2015 to 2020 and beyond.

Our vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.

Our mission

Through fun, friendship, challenge and adventure we empower girls to find their voice, inspiring them to discover the best in themselves and to make a positive difference in their community.

Our Promise

Central to Girlguiding is the Promise, the words that every girl and young woman joining the charity use to express their undertaking to be the best that they can be through guiding and to give back to their community through their involvement in the movement. This is in itself a truly grassroots expression of the charity's public benefit at work.

I promise that I will do my best:

- To be true to myself and develop my beliefs

- To serve the Queen and my community
- To help other people, and
- To keep the (Brownie) Guide Law.

PUBLIC BENEFIT IN 2017

The pages of this report detail the framework that the trustees have adopted to maximise benefit to Girlguiding's members, their communities and the world beyond. We have referred to the Charity Commission's general guidance on public benefit in setting our strategic plan. In particular, the trustees consider how planned activities will contribute to the aims and objectives we have set.

- The Excellence strategic strand aims to maximise the benefit to each individual member in guiding.
- The Access strategic strand aims to maximise the number of girls who benefit from the Girlguiding programme.
- The Voice strategic strand aims to give our young members the opportunity to be the change in our organisation, in their communities and in the wider world.
- The Capacity strategic strand aims to improve the structure, processes and decision making across the organisation.

This report details the targets that the trustees have set in each of these areas for 2020, shows how those targets have been achieved in 2017 to deliver public benefit, and indicates the priority areas for action for 2018 to guide the next steps of that journey.

ENVIRONMENTAL STATEMENT

Girlguiding seeks to create a culture in which environmental considerations are integrated into all policy decisions and business activities across the Association.

RISK STATEMENT

The major risks facing the Association are continually reviewed and monitored in line with Girlguiding's Risk Management Framework and a suite of corporate, departmental and project risk registers. The corporate

risk register and associated risk reports are scrutinised quarterly by the Audit and Risk Committee which oversees the organisational management of risk on behalf of the Board of Trustees. An internal Risk Management Board and the annual independent auditor's report provides additional assurance to the Audit and Risk Committee and Executive Team that the correct organisational risks have been identified and that risk is being managed proactively and effectively across the Association.

The trustees consider that the principal risks faced by the organisation are:

- Girls leave guiding: Membership declines because girls are not getting what they need from guiding.
Mitigation is sought through the business plan and detailed under strategic theme Access on page 8.
- Lack of capacity to accept girls that want to join: Girls on the waiting list go to other providers and/or get frustrated resulting in low or no growth in membership and lost income. The business plan under strategic theme Capacity plans to address this and progress is detailed on page 12.
- Volunteer recruitment and retention: Waiting lists grow and lead to overall membership decline.

This significant risk is managed under the business plan theme Excellence and progress is detailed on page 6.

- IT capacity: IT developments and infrastructure need to meet the charity's strategic, performance, security and resilience requirements. Mitigation is sought through the business plan and progress detailed under strategic theme Capacity on page 12.
- Charity Commission compliance: Charity Commission criticism or investigation will damage organisational reputation, impact on confidence in the organisation leading to membership and income decline. Mitigation is sought through the business plan and progress detailed under strategic theme Capacity on page 12. We are

engaging with the Charity

Commission to ensure our reporting procedures are fit for purpose in line with revised guidance

SERIOUS INCIDENTS

Serious incidents are notified through a framework for reporting; incidents are logged, scrutinised and assessed by senior staff and the Audit and Risk Committee for meeting the threshold for reporting to the Charity Commission.

Behind the reporting of incidents lie a series of policies, frameworks and processes for notifying and managing incidents, depending on their nature. This includes having in place dedicated teams for managing safeguarding, compliance and complaints; mandatory training on key areas to include safeguarding; a case management system for all safeguarding incidents supported by the safeguarding team (and safeguarding panel of experts to bring further scrutiny and advice to complex cases); policies on safeguarding and whistleblowing; a process for receiving disclosures, allegations and concerns; and a code of conduct for volunteers and staff.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING

The Board of Trustees has overall responsibility for the decisions of the Association and has delegated its authority in specific areas to the Chief Executive and her senior managers, and to the following sub-committees of the Board, under an approved Scheme of Delegated Authority and committee terms of reference:

- Audit and Risk
- Finance
- Nominations and Governance
- Remuneration
- Operational Board.

CHARITY GOVERNANCE CODE

The Board of Trustees is committed to good governance and to its own and the charity's continuous improvement in delivering its purposes most effectively for the public benefit.

It is clear about the charity's aims and seeks to ensure that these are being delivered effectively and sustainably, keeping under review the Code's recommended practice and seven principles of organisational purpose: leadership, integrity, decision-making, risk and control, board effectiveness, diversity, and openness and accountability.

The Board strives for best practice in accordance with the Charity Governance Code; many of the measures it takes in achieving this are addressed in this report. In 2017 it reviewed the revised Code and factored into its annual plan ongoing review against the principles set.

VOLUNTEERS

The Association is grateful for the dedication and support of our volunteers across all the countries and regions in which Girlguiding operates who give their time and energy to help our girls and young members to achieve their potential, make a difference and be their best.

SETTING PAY AT GIRLGUIDING

Following a charity sector salary benchmarking review in 2014 and associated job evaluation exercise, all staff salaries, including that of the Chief Executive, were determined. All jobs including that of the Chief Executive are placed in a salary band that reflects similar roles within the sector. Salary progression is linked to length of service and each year staff move to a higher salary step within the respective band until they reach the top of the band. In line with good practice salaries are reviewed regularly against the market. As a UK employer with over 250 employees, Girlguiding is required by law to publish data about its gender pay gap for 2017. In line with our commitment to equality, we can report that we do not have a gender pay gap.

FUNDRAISING STATEMENT

At Girlguiding we want to help more girls to learn new skills, make friends, have adventures and grow in confidence. We simply would not be able to do this without the

commitment of our valued supporters. When you give to Girlguiding your gift makes a big difference to the lives of girls and young women.

We are committed to responsible fundraising practices, follow the Fundraising Code of Practice, are registered with the Fundraising Regulator and have signed up to the fundraising promise which means our fundraising activity will always be legal, open, honest and respectful.

At Girlguiding we endeavour to make all reasonable efforts to ensure the ongoing compliance of third parties with the Fundraising Code of Practice and the law. The work we undertake with commercial participators is governed by a contract which sets out the obligations of the parties involved. Similarly, all work conducted with agencies who help us process responses to appeals, print appeals and mail out appeals on our behalf is governed by a contract. We do not conduct any work with professional fundraisers or carry out door-to-door, street or telephone fundraising.

We take our responsibility towards our donors very seriously. We strongly believe that no one should ever feel pressured into giving and take steps to ensure that the vulnerable are protected. We will not contact anyone unless they have requested or consented to receiving fundraising communications. Supporters can opt out of receiving fundraising or any other communications at any time. We will never sell, swap or share their data.

It is our aim for all those donating to Girlguiding to have an extremely positive experience. However, we recognise that there may be times when supporters are not happy with their experience. Our fundraising programme is small and we didn't receive any fundraising complaints in 2017. This compares with two complaints in 2016. We are committed to investigating complaints and resolving them swiftly. If you are not satisfied with your experience we want to hear about it. Your feedback enables us to improve our fundraising service.

REVIEW OF FINANCIAL POSITION

The financial statements annexed to this report are those of the Association's headquarters and reflect the activities it undertakes on behalf of the Association as a whole. Countries and regions, counties, divisions, districts and units are separate charities and are responsible for their own finances.

THE STATEMENT OF FINANCIAL ACTIVITIES (SoFA)

Income and expenditure for the year are detailed in the SoFA, together with net gains or losses on investments. These are shown separately for the Association's unrestricted funds, which may be used at the discretion of the Board of Trustees, and the Association's restricted trust and special funds, which must be spent in accordance with the donors' wishes.

Net income for the year amounted to £789,638, compared with £3,310,921 in 2016. This includes gains on investments of £550,499 (£2,978,797 in 2016).

THE BALANCE SHEET

Tangible fixed assets

The Association holds various tangible fixed assets to support its activities. These are the headquarters (HQ) building, the Members' Trading Service premises and the Girlguiding Activity Centres. A total of £1,023,701 was spent on fixed assets in the year comprising £25,774 on freehold improvements, £577,592 on final work to replace our membership system, £155,959 on ongoing IT projects, £197,393 fittings and equipment investment at our activity centres, and £66,983 on other equipment.

Investment policy

The conversion of part of the Headquarters building to an investment property in 2015 provides rental income which will help to fund day-to-day running costs and to fund strategically important revenue and capital projects in the future. The Association also holds financial

investments as an important part of our reserves. Professional fund management companies are employed to manage the funds and their performance is reviewed regularly by the Finance Committee. Performance is benchmarked against appropriate performance indices. Total unrestricted investments were valued at £38,822,713 at 31 December 2017.

Reserves policy

Free reserves represent the working capital of the Association available to support short- and medium-term objectives and to safeguard against unexpected decreases in income. Charity Commission guidance defines free reserves as 'income which becomes available to the charity and is to be expended at Trustees' discretion in furtherance of any of the charity's objectives, but is not yet spent, committed or designated'. They exclude assets not freely available to spend on the Charity's purposes - its tangible fixed assets and the investment property, an asset let on a lease for long-term financial return. The Finance Committee has examined the needs and challenges faced by the Association in both the short and the medium term along with relevant financial forecasts and has formulated a policy to meet those needs. This policy, approved in November 2017, requires a minimum level of free reserves of three months, operational expenditure, represented by unrestricted charitable expenditure. To ensure compliance with the principle of expending income for the advantage of our beneficiaries, a maximum level of free reserves is recommended, and this has been set at 150% of the minimum level. At the year end this

range was between £3,956,940 and £5,935,410. The level of free reserves as at the balance sheet date was £5,883,078, within the range specified by our policy (2016: £4,993,207).

Designated funds

The specific uses and needs to be met by the designated funds are detailed separately in note 20 to the financial statements.

Financial statements for 2017

The annual financial statements for 2017 are annexed to this report and include a report by the Association's auditors, BDO LLP. The financial statements comply with current statutory requirements and with the requirements of the Association's Royal Charter, and were approved by the Board of Trustees at its meeting on 9 June 2018 to be submitted to the Association's Annual General Meeting for adoption.

The Honorary Treasurer was authorised to sign the annual financial statements on behalf of the Board of Trustees.

Annual report

This report was approved by the Board of Trustees at its meeting on 9 June 2018 and the Chair of Trustees was authorised to sign the report and the annual financial statements on its behalf.



Catherine Irwin
Chair of Trustees
9 June 2018

RAINBOW

LEADER

"We had the most amazing experience waterfall jumping into fresh water pools."

"I liked the plate balancing best."

GUIDE

"We all learnt the importance of planning in advance, listening carefully to instructions, and that working together makes things easier."

LEADER

"The biggest thing it has done for me is increased my confidence."

MEMBER OF THE SENIOR SECTION

"Sparkle and Ice was a great experience for our newly formed unit and will definitely be going again next year! "

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE GUIDE ASSOCIATION

OPINION

We have audited the financial statements of The Guide Association ('the Parent Charity') and its subsidiaries ('the Group') for the year ended 31 December 2017 which comprise the consolidated and charity statement of financial activities, the consolidated and charity balance sheet, the consolidated and charity cash flow statement 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 Group's and of the Parent Charity's affairs as at 31 December 2017 and of the Group's 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 and Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 & 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

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 Group and the Parent Charity in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATED TO GOING CONCERN

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

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

OTHER INFORMATION

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

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

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

We have nothing to report in this regard.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion:

- the information contained in the financial statements is inconsistent in any material respect with the Trustees' Annual Report; or
- proper accounting records have not been kept by the Parent Charity; or
- the Parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine 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 Group's and the Parent 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 Group or the Parent 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 section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

This report is made solely to the Charity's trustees, as a body, in accordance with the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005. 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.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ('FRC's') website at:

<https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.



BDO LLP
Statutory Auditor
London,
United Kingdom

Date: 9th June 2018

BDO LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	2017 Total funds £	2016 Total funds £
Income						
Donations, legacies and grants	2	576,868	744,744	-	1,321,612	1,267,243
Charitable activities						
Subscriptions		6,443,331	-	-	6,443,331	5,800,670
Activity centres		3,122,908	-	-	3,122,908	2,867,343
Events	3	579,967	-	-	579,967	514,425
Publications		40,965	-	-	40,965	56,790
Trading activities	4	6,747,893	-	-	6,747,893	7,486,936
Investments	5	1,799,044	40,800	10,177	1,850,021	1,585,403
Other	6	660,485	8,612	-	669,097	405,916
Total income		19,971,461	794,156	10,177	20,775,794	19,984,726
Expenditure						
Cost of generating funds	7	5,336,730	-	-	5,336,730	5,771,090
Charitable activities	8	14,213,412	980,291	6,222	15,199,925	13,881,512
Total expenditure		19,550,142	980,291	6,222	20,536,655	19,652,602
Net gains/(losses) on investments	12	464,050	69,156	17,293	550,499	2,978,797
Net income/(expenditure)		885,369	(116,979)	21,248	789,638	3,310,921
Transfers between funds	20/21	2,178,090	(2,166,732)	(11,358)	-	-
Net movement in funds		3,063,459	(2,283,711)	9,890	789,638	3,310,921
Reconciliation of funds						
Total funds brought forward at 1 January 2017		44,593,681	3,527,072	351,997	48,472,750	45,161,829
Total funds carried forward at 31 December 2017	13	47,657,140	1,243,361	361,887	49,262,388	48,472,750

All gains and losses recognised in the year are included in the statement of financial activities.
All amounts arise from continuing activities.
The notes to the financial statements form part of these accounts.

CHARITY STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	Unrestricted funds £	Restricted funds £	Endowed funds £	2017 Total funds £	2016 Total funds £
Income						
Donations, legacies and grants	2	576,868	744,744	-	1,321,612	1,267,243
Charitable activities						
Subscriptions		6,443,331	-	-	6,443,331	5,800,670
Activity centres		3,122,908	-	-	3,122,908	2,867,343
Events	3	579,967	-	-	579,967	514,425
Publications		40,965	-	-	40,965	56,790
Trading activities	4	-	-	-	-	783
Investments	5	1,934,044	40,800	10,177	1,985,021	1,705,403
Other	6	170,666	8,612	-	179,278	308,537
Donation from subsidiary		2,416,062	-	-	2,416,062	2,297,849
Total income		15,284,811	794,156	10,177	16,089,144	14,819,043
Expenditure						
Cost of generating funds	7	564,186	-	-	564,186	497,463
Charitable activities	8	14,299,306	980,291	6,222	15,285,819	13,989,456
Total expenditure		14,863,492	980,291	6,222	15,850,005	14,486,919
Net gains/(losses) on investments	12	464,050	69,156	17,293	550,499	2,978,797
Net Income/(expenditure)		885,369	(116,979)	21,248	789,638	3,310,921
Transfers between funds	20/21	2,178,090	(2,166,732)	(11,358)	-	-
Net movement in funds		3,063,459	(2,283,711)	9,890	789,638	3,310,921
Reconciliation of funds						
Total funds brought forward at 1 January 2017		46,093,681	3,527,072	351,997	49,972,750	46,661,829
Total funds carried forward at 31 December 2017	13	49,157,140	1,243,361	361,887	50,762,388	49,972,750

All gains and losses recognised in the year are included in the statement of financial activities.
All amounts arise from continuing activities.
The notes to the financial statements form part of these accounts.

CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2017

	Notes	2017		2016	
		£	£	£	£
Fixed assets					
Tangible fixed assets	11		9,383,398		8,920,634
Investments	12		39,551,252		40,268,157
			<u>48,934,650</u>		<u>49,188,791</u>
Current assets					
Stocks	14	630,515		810,638	
Debtors	15	798,335		1,229,270	
Cash at bank and in hand		3,884,611		2,718,456	
		<u>5,313,461</u>		<u>4,758,364</u>	
Current liabilities					
Creditors due within one year	17	(3,710,921)		(3,665,375)	
Net current assets/(liabilities)			1,602,540		1,092,989
Long-term liabilities					
Creditors due after one year	18		(950,000)		(1,425,000)
Provisions for liabilities and charges	19		(324,802)		(384,030)
Net assets			<u>49,262,388</u>		<u>48,472,750</u>
General funds	20				
Investment property		31,625,000		31,525,000	
Fixed assets		9,383,398		7,803,262	
Designated funds		765,664		272,212	
Unrestricted funds		5,883,078		4,993,207	
			<u>47,657,140</u>		<u>44,593,681</u>
Restricted funds	21		1,243,361		3,527,072
Endowed funds	21		361,887		351,997
Total funds	13		<u>49,262,388</u>		<u>48,472,750</u>

Approved and authorised for issue by the Board of Trustees on 9 June 2018, and signed on their behalf by:



CATHERINE IRWIN - Chair



ROBERT COX - Honorary Treasurer

The notes to the financial statements form part of these accounts.

CHARITY BALANCE SHEET AS AT 31 DECEMBER 2017

	Notes	2017		2016	
		£	£	£	£
Fixed assets					
Tangible fixed assets	11		9,383,398		8,920,634
Investments	12		41,201,252		41,918,157
			<u>50,584,650</u>		<u>50,838,791</u>
Current assets					
Stocks	14	57,680		53,176	
Debtors	15	2,254,316		1,697,904	
Cash at bank and in hand		2,753,880		1,852,102	
		<u>5,065,876</u>		<u>3,603,182</u>	
Current liabilities					
Creditors due within one year	17	(3,613,336)		(3,410,193)	
Net current assets/(liabilities)			1,452,540		192,989
Long-term debtors					
Long-term loan due from subsidiary	16		-		750,000
Long-term liabilities					
Creditors due after one year	18		(950,000)		(1,425,000)
Provisions for liabilities and charges	19		(324,802)		(384,030)
Net assets			<u>50,762,388</u>		<u>49,972,750</u>
General funds	20				
Investment property		33,125,000		33,025,000	
Fixed assets		9,383,398		7,803,262	
Designated funds		765,664		272,212	
Unrestricted funds		5,883,078		4,993,207	
			<u>49,157,140</u>		<u>46,093,681</u>
Restricted funds	21		1,243,361		3,527,072
Endowed funds	21		361,887		351,997
Total funds	13		<u>50,762,388</u>		<u>49,972,750</u>

Approved and authorised for issue by the Board of Trustees on 9 June 2018, and signed on their behalf by:



CATHERINE IRWIN - Chair



ROBERT COX - Honorary Treasurer

The notes to the financial statements form part of these accounts.

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2017

	2017		2016			
	£	£	£	£		
Cash flows from operating activities						
Net cash provided by (used in) operating activities (1)		(927,569)		(913,664)		
Cash flows from investing activities						
Investment income and interest received	1,850,021		1,585,403			
Payments to acquire tangible fixed assets	(1,023,701)		(1,016,670)			
Purchase of fixed asset investments	(2,037,837)		(643,072)			
Sale of fixed asset investments	2,727,338		1,651,727			
		1,515,821		1,577,388		
Cash flows from financing activities						
Decrease/(increase) in cash held for investment	577,903		(344,688)			
		577,903		(344,688)		
Change in cash and cash equivalents in the year (2)		1,166,155		319,036		
NOTES TO THE CASH FLOW STATEMENT		2017		2016		
1. Reconciliation of net income/expenditure to net cash flow from operating activities		£		£		
Net income/expenditure for the year (as per the SoFA)		789,638		3,310,921		
Adjustments for:						
(Gains)/losses on investments	(550,499)		(2,978,797)			
Investment income	(1,850,021)		(1,585,403)			
Depreciation charges	555,451		415,100			
Loss on disposal of tangible fixed assets	5,486		-			
(Increase)/decrease in stocks	180,123		(49,537)			
(Increase)/decrease in debtors	430,935		258,096			
Increase/(decrease) in creditors and provisions	(488,682)		(284,044)			
		(1,717,207)		(4,224,585)		
Net cash provided by (used in) operating activities		(927,569)		(913,664)		
2. Analysis of the balances of cash as shown in the balance sheet		2017	Change in year	2016	Change in year	2015
	£	£	£	£	£	£
Cash at bank and in hand	3,884,611	1,166,155	2,718,456	319,036	2,399,420	

The notes to the financial statements form part of these accounts.

CHARITY CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2017

	2017		2016			
	£	£	£	£		
Cash flows from operating activities						
Net cash provided by (used in) operating activities (1)		(1,326,946)		(1,362,856)		
Cash flows from investing activities						
Investment income and interest received	1,985,021		1,705,403			
Payments to acquire tangible fixed assets	(1,023,701)		(1,016,670)			
Purchase of fixed asset investments	(2,037,837)		(643,072)			
Sale of fixed asset investments	2,727,338		1,651,727			
		1,650,821		1,697,388		
Cash flows from financing activities						
Decrease/(increase) in cash held for investment	577,903		(344,688)			
		577,903		(344,688)		
Change in cash and cash equivalents in the year (2)		901,778		(10,156)		
NOTES TO THE CASH FLOW STATEMENT		2017		2016		
1. Reconciliation of net income/expenditure to net cash flow from operating activities		£		£		
Net income/expenditure for the year (as per the SoFA)		789,638		3,310,921		
Adjustments for:						
(Gains)/losses on investments	(550,499)		(2,978,797)			
Investment income	(1,985,021)		(1,705,403)			
Depreciation charges	555,451		415,100			
Loss on disposal of tangible fixed assets	5,486		-			
(Increase)/decrease in stocks	(4,504)		11,280			
(Increase)/decrease in debtors	193,588		13,963			
Increase/(decrease) in creditors and provisions	(331,085)		(429,920)			
		(2,116,584)		(4,673,777)		
Net cash provided by (used in) operating activities		(1,326,946)		(1,362,856)		
2. Analysis of the balances of cash as shown in the balance sheet		2017	Change in year	2016	Change in year	2015
	£	£	£	£	£	£
Cash at bank and in hand	2,753,880	901,778	1,852,102	(10,156)	1,862,258	

The notes to the financial statements form part of these accounts.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

1. ACCOUNTING POLICIES

These are the financial statements of the Association's central organisation and reflect the activities it undertakes on behalf of the Association as a whole. Countries and regions, counties, divisions, districts and units are responsible as separate charities for their own finances. The principal accounting policies applied in the preparation of the financial statements are as follows:

(a) Basis of accounting

These financial statements have been prepared in accordance with 'Accounting and Reporting by Charities': Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

The financial statements are prepared in accordance with the historical cost convention except for the revaluation of certain fixed asset investments.

The Association constitutes a public benefit entity as defined by FRS102.

There are no material uncertainties about the Association's ability to continue as a going concern.

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The judgements and estimates considered by the Trustees to have the most significant effect on amounts recognised in the financial statements relate to the provision for self-insured claims, which is made on the basis of advice from the Association's insurance brokers and is measured at the best estimate of the settlement amount.

(b) Basis of consolidation

The consolidated financial statements include the results of the Association and its subsidiary, The Guide Association Trading Service Ltd. All activities are consolidated on a line-by-line basis in the Statement of Financial Activities. Accordingly, the Consolidated Statement of Financial Activities reflects the incoming resources and resources expended of the Group and not the Association as an individual entity.

(c) Fund accounting - unrestricted funds

The Association's unrestricted funds consist of funds which may be used for its purposes at its discretion. The specific uses and needs to be met by the designated fund are detailed separately in note 20 to the financial statements.

(d) Fund accounting - restricted and endowed funds

The Association's restricted and endowed funds consist of a number of different funds where the donor has imposed restrictions on their use which are legally binding. The accounting records separate those restricted funds from the unrestricted funds of the Association, and also distinguish between those funds from which the capital is expendable (restricted funds) and those where the capital must be maintained (permanently endowed funds). A schedule of the movements on the various funds during the year is set out in note 21.

(e) Income

Income is recognised when there is evidence of entitlement, receipt is probable and the amount can be measured reliably. In particular:

- donations are accounted for on receipt
- subscriptions are accounted for when receivable from units at the end of February
- grants are accounted for once a formal offer of funding is received, subject to satisfying any performance related conditions. In the event that a grant is subject to conditions that require a level of performance before the Association is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Association and it is probable that those conditions will be fulfilled in the reporting period
- legacies are accounted for when probate has been granted and the executor has advised the legacy will be payable.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

(f) Basis of allocation or apportionment of expenditure

Expenditure during the year is analysed into the categories required by the SORP:

- cost of raising funds
- charitable activities.

Note 8 to the financial statements provides an analysis of activities in furtherance of the Association's objects according to function. Support costs reflect the Association's overall establishment and communication costs allocated on an activity-based apportionment. Governance costs are also allocated on an activity-based apportionment. Cost of raising funds includes expenditure incurred on behalf of the Association in relation to investment manager fees, sponsorship and fundraising costs and the operational costs of the trading subsidiary.

(g) Investments

Quoted investments are valued initially at cost and subsequently at market value within the financial statements. Realised and unrealised gains or losses on investments are accounted for in full within the particular fund of which the investment forms a part. The holdings of investments of certain restricted and endowed funds are merged and managed in an investment pool. The funds hold units in the investment pool which represent their share of the capital value of the investments plus any un-invested cash or debtors which exist at the year end. Investment properties are measured initially at cost and subsequently at fair value at the reporting date.

(h) Depreciation

Depreciation is provided on all tangible fixed assets (except land) on a straight-line basis to write off the cost of those assets over their estimated useful lives. No depreciation is provided on investment properties. The principal rates of depreciation are:-

- Freehold buildings - 1.333% to 10%
- Long leasehold - over the life of lease
- Assets under construction - no depreciation
- Membership database - 20%
- Equipment, fittings and vehicles:
 - Computer equipment - 30%
 - Other equipment - 10% to 20%
 - Fittings - 10%
 - Vehicles - 25%

(i) Stocks

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

(j) Debtors

Debtors are measured at their recoverable amounts.

(k) Creditors

Amounts due to creditors are measured at their settlement amount. Deferred income is recognised as the amount receivable as an advanced payment for goods or services that must be provided.

(l) Self-insured claims provision

Provision is made for the self-insured element of notified insurance claims on the basis of advice from the Association's insurance brokers, and is measured at the best estimate of the settlement amount.

(m) Pensions

The Association operates a defined contribution pension scheme on behalf of its employees. The scheme is operated by Scottish Widows. The amount charged to the SoFA in respect of pension costs and other post-retirement benefits is the contributions payable in the period. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

(n) Operating leases

Rentals applicable to operating leases are charged to the Statement of Financial Activities over the period in which the costs are incurred.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

(o) Heritage assets

The Association holds a vast written and photographic archive of the history of the Association, the value of which is in the information it contains for Association members and the public's research. It is not possible to place a monetary value on this archive, therefore the asset is not recognised in the balance sheet of the Association. The Association has procedures in place to ensure that the asset is adequately preserved and maintained.

The archive was placed into storage during construction of the investment property and refurbishment of office accommodation at the Association's headquarters. A project has now been initiated to find a permanent home, with consideration being given to locations within the Girlguiding national estate. A specialist archive consultancy will be appointed in early summer to undertake a review of the archive and make recommendations to Trustees by the end of 2018.

2. DONATIONS, LEGACIES AND GRANTS	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 1]
	£	£	£	£	£
CONSOLIDATED AND CHARITY					
Individual donations	18,229	93,092	-	111,321	187,874
Legacies and in memorial donations	179,308	20,479	-	199,787	102,451
Trusts and foundations	379,331	147,034	-	526,365	543,015
Grants	-	484,139	-	484,139	433,903
	576,868	744,744	-	1,321,612	1,267,243

Table 1 Analysis of 2016 donations, legacies and grants by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CONSOLIDATED AND CHARITY				
Individual donations	47,268	140,606	-	187,874
Legacies and in memorial donations	95,399	7,052	-	102,451
Trusts and foundations	244,570	298,445	-	543,015
Grants	(44)	433,947	-	433,903
	387,193	880,050	-	1,267,243

Girlguiding would like to thank the following partners for their generous support of the charity in 2017:

- Players of People's Postcode Lottery
- Pears Foundation
- The Royal Astronomical Society and the RAS200 project
- Esmée Fairbairn Foundation
- Dove Self-Esteem Project
- HM Government for funding our youth programme via the Tampon Tax Fund
- The UPS Foundation
- Odeon
- Tesco PLC
- betty
- PGL Travel Ltd
- Pets at Home Ltd
- Cotswold Outdoor
- Merlin Entertainments
- SGN
- Rolls-Royce

We'd also like to thank the following supporters:

- The supporters who generously left a gift to Girlguiding in their will.
- The families and friends who gave gifts in memory of lifelong supporters.
- The runners, the trekkers, the cyclists and the bakers who gave their time and energy to raise money for Girlguiding.
- Our generous and loyal supporters who have kindly given donations.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

3. EVENTS INCOME	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 2]
	£	£	£	£	£
CONSOLIDATED AND CHARITY					
BIG GIG	456,887	-	-	456,887	341,255
Community events	116,806	-	-	116,806	52,993
Other charity events	6,274	-	-	6,274	120,177
	579,967	-	-	579,967	514,425

Table 2 Analysis of 2016 events income by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CONSOLIDATED AND CHARITY				
BIG GIG	341,255	-	-	341,255
Community events	52,993	-	-	52,993
Other charity events	120,177	-	-	120,177
	514,425	-	-	514,425

4. MEMBERS' TRADING INCOME	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 3]
	£	£	£	£	£
CONSOLIDATED					
Members' Trading Service	6,309,763	-	-	6,309,763	7,056,859
Licence fees and royalties	438,130	-	-	438,130	430,077
	6,747,893	-	-	6,747,893	7,486,936
CHARITY					
Licence fees and royalties	-	-	-	-	783
	-	-	-	-	783

Table 3 Analysis of 2016 members' trading income by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CONSOLIDATED				
Members' Trading Service	7,056,859	-	-	7,056,859
Licence fees and royalties	430,077	-	-	430,077
	7,486,936	-	-	7,486,936
CHARITY				
Licence fees and royalties	783	-	-	783
	783	-	-	783

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

5. INVESTMENT INCOME	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 4]
	£	£	£	£	£
CONSOLIDATED					
Listed investments					
UK bonds and cash	22,122	4,688	1,049	27,859	32,881
UK equities	74,915	20,761	5,249	100,925	126,373
Property	33,318	6,386	1,615	41,319	49,318
Absolute return funds	4,754	1,083	274	6,111	8,285
Overseas equities	16,568	5,845	1,478	23,891	30,705
Overseas bonds	5,328	2,025	512	7,865	9,235
Interest on cash deposits	-	12	-	12	506
	157,005	40,800	10,177	207,982	257,303
Investment property					
Rental income	1,642,039	-	-	1,642,039	1,328,100
	1,799,044	40,800	10,177	1,850,021	1,585,403

Table 4 Analysis of 2016 investment income by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CONSOLIDATED				
Listed investments				
UK bonds and cash	26,418	5,283	1,180	32,881
UK equities	100,605	20,678	5,090	126,373
Property	41,590	6,201	1,527	49,318
Absolute return funds	7,026	1,010	249	8,285
Overseas equities	26,512	3,365	828	30,705
Overseas bonds	6,727	2,013	495	9,235
Interest on cash deposits	-	503	3	506
	208,878	39,053	9,372	257,303
Investment property				
Rental income	1,328,100	-	-	1,328,100
	1,536,978	39,053	9,372	1,585,403

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 5]
	£	£	£	£	£
CHARITY					
Listed investments					
UK bonds and cash	22,122	4,688	1,049	27,859	32,881
UK equities	74,915	20,761	5,249	100,925	126,373
Property	33,318	6,386	1,615	41,319	49,318
Absolute return funds	4,754	1,083	274	6,111	8,285
Overseas equities	16,568	5,845	1,478	23,891	30,705
Overseas bonds	5,328	2,025	512	7,865	9,235
Interest on cash deposits	-	12	-	12	506
	157,005	40,800	10,177	207,982	257,303
Investment property					
Rental income	1,777,039	-	-	1,777,039	1,448,100
	1,934,044	40,800	10,177	1,985,021	1,705,403

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

Table 5 Analysis of 2016 investment income by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CHARITY				
Listed investments				
UK bonds and cash	26,418	5,283	1,180	32,881
UK equities	100,605	20,678	5,090	126,373
Property	41,590	6,201	1,527	49,318
Absolute return funds	7,026	1,010	249	8,285
Overseas equities	26,512	3,365	828	30,705
Overseas bonds	6,727	2,013	495	9,235
Interest on cash deposits	-	503	3	506
	208,878	39,053	9,372	257,303
Investment property				
Rental income	1,448,100	-	-	1,448,100
	1,656,978	39,053	9,372	1,705,403

6. OTHER INCOME	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016 [see Table 6]
	£	£	£	£	£
CONSOLIDATED					
Corporate sponsorship	566,829	-	-	566,829	312,163
International trips sponsorship	93,656	-	-	93,656	71,760
Other	-	8,612	-	8,612	21,993
	660,485	8,612	-	669,097	405,916
CHARITY					
Corporate sponsorship	61,560	-	-	61,560	207,163
International trips sponsorship	93,656	-	-	93,656	71,760
Other	15,450	8,612	-	24,062	29,614
	170,666	8,612	-	179,278	308,537

Table 6 Analysis of 2016 other income by fund	Unrestricted funds	Restricted funds	Endowed funds	Total 2016
	£	£	£	£
CONSOLIDATED				
Corporate sponsorship	312,163	-	-	312,163
International trips sponsorship	71,760	-	-	71,760
Other	10,213	11,780	-	21,993
	394,136	11,780	-	405,916
CHARITY				
Corporate sponsorship	207,163	-	-	207,163
International trips sponsorship	71,760	-	-	71,760
Other	17,834	11,780	-	29,614
	296,757	11,780	-	308,537

NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2017

7. COST OF GENERATING FUNDS	Staff costs	Other direct costs	Support costs	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Seeking donations, grants and legacies	388,656	154,875	-	543,531	477,463
Operating costs of trading company	999,270	3,121,644	652,285	4,773,199	5,273,627
Investment management costs	-	20,000	-	20,000	20,000
Total	1,387,926	3,296,519	652,285	5,336,730	5,771,090
CHARITY					
Seeking donations, grants and legacies	388,656	155,530	-	544,186	477,463
Investment management costs	-	20,000	-	20,000	20,000
Total	388,656	175,530	-	564,186	497,463

8. CHARITABLE EXPENDITURE	Staff costs	Other direct costs	Support costs	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Excellence	2,552,794	2,386,953	1,008,932	5,948,679	5,041,329
Capacity	1,403,196	1,337,797	678,510	3,419,503	2,988,605
Access	1,807,067	1,235,558	678,510	3,721,135	3,993,188
Voice	945,703	486,461	678,444	2,110,608	1,858,390
	6,708,760	5,446,769	3,044,396	15,199,925	13,881,512
CHARITY					
Excellence	2,552,794	2,429,511	1,008,932	5,991,237	5,087,857
Capacity	1,403,196	1,339,078	678,510	3,420,784	3,006,514
Access	1,807,067	1,275,332	678,510	3,760,909	4,035,462
Voice	945,703	488,742	678,444	2,112,889	1,859,623
	6,708,760	5,532,663	3,044,396	15,285,819	13,989,456

NOTES TO THE FINANCIAL STATEMENTS 31 DECEMBER 2017

9. ANALYSIS OF SUPPORT COSTS	Charitable expenditure	Trading operation	Total 2017	Total 2016
	£	£	£	£
CONSOLIDATED				
Governance	109,730	13,211	122,941	107,788
Finance and legal	665,512	57,680	723,192	1,070,369
Insurance	330,422	22,422	352,844	360,309
Property management	332,663	272,435	605,098	535,161
Catalogues	-	210,323	210,323	213,171
Information technology	1,412,613	76,214	1,488,827	1,177,549
Human resources	193,456	-	193,456	175,168
	3,044,396	652,285	3,696,681	3,639,515
CHARITY				
Governance	109,730	-	109,730	96,388
Finance	665,512	-	665,512	985,503
Insurance	330,422	-	330,422	335,496
Property management	332,663	-	332,663	243,336
Information technology	1,412,613	-	1,412,613	1,086,303
Human resources	193,456	-	193,456	175,168
	3,044,396	-	3,044,396	2,922,194

Finance costs include £33,851 of auditor's remuneration (2016: £47,125), of which costs of £30,110 are in respect of audit services (2016: £28,950).

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

10. STAFF NUMBERS AND REMUNERATION	2017 Total staff costs	2016 Total staff costs
	£	£
Gross salaries and wages	7,101,075	6,422,878
Employer's national insurance	647,449	550,812
Employer's pension contribution	348,162	280,239
	8,096,686	7,253,929
The average number of employees in the year, calculated on a headcount basis, was:	2017	2016
	No.	No.
Excellence	115	96
Capacity	76	26
Access	53	108
Voice	35	32
	279	262
The number of employees whose emoluments exceeded £60,000 in the year were:	2017	2016
£60,001 - £70,000	3	4
£70,001 - £80,000	1	-
£80,001 - £90,000	2	-
£100,001 - £110,000	1	1

The highest paid employee was Julie Bentley, Chief Executive Officer, whose emoluments were a salary of £102,864, pension contribution of £10,286 and national insurance costs of £13,071 (2016: £99,784 salary, £9,975 pension, £12,647 national insurance). Emoluments for other key management personnel of the Association (as shown on page 18) totalled £346,579 (2016: £287,260), which included pension contributions of £17,129 (2016: £11,979) and national insurance costs of £39,584 (2016: £27,220).

Members of the Board of Trustees are not remunerated. Expenses reimbursed in the year for travel and out-of-pocket expenses amounted to £17,970 to 13 members (2016: £18,222 to 15 members).

The Association owns a long-leasehold flat, which is available for the use of the Chief Guide during her term of office. The Association pays the service and utility costs of the flat, which totalled £11,874 in the year (2016: £7,824).

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

11. TANGIBLE FIXED ASSETS	Freehold land and buildings	Long-leasehold property	Assets under construction	Equipment, fittings and vehicles	Total
	£	£	£	£	£
CONSOLIDATED AND CHARITY					
Cost					
At 1 January 2017	10,405,687	129,318	509,441	6,508,881	17,553,327
Additions	25,774	-	733,551	264,376	1,023,701
Disposals	-	-	-	(17,326)	(17,326)
Transfer between categories	-	-	(1,087,033)	1,087,033	-
At 31 December 2017	10,431,461	129,318	155,959	7,842,964	18,559,702
Accumulated depreciation					
At 1 January 2017	3,180,997	70,838	-	5,380,858	8,632,693
Provision for the year	248,047	1,359	-	306,045	555,451
Disposals	-	-	-	(11,840)	(11,840)
At 31 December 2017	3,429,044	72,197	-	5,675,063	9,176,304
Net book value at 31 December 2017	7,002,417	57,121	155,959	2,167,901	9,383,398
Net book value at 31 December 2016	7,224,690	58,480	509,441	1,128,023	8,920,634

All assets are used for direct charitable purposes.

12. INVESTMENTS	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Listed investments					
Market value at 1 January 2017	6,524,396	1,188,262	294,700	8,007,358	8,237,216
Acquisitions at cost	1,864,553	131,081	42,203	2,037,837	494,174
Disposal proceeds	(2,605,598)	(96,997)	(24,743)	(2,727,338)	(1,651,727)
Net gain/(loss) on revaluation of investments	305,825	67,788	17,293	390,906	918,622
Realised proceeds on redemption	58,225	1,368	-	59,593	9,073
Market value at 31 December 2017	6,147,401	1,291,502	329,453	7,768,356	8,007,358
Cash held for investment	42,892	100,006	14,998	157,896	735,799
Transfer between funds	1,007,420	(1,007,420)	-	-	-
Portfolio value at 31 December 2017	7,197,713	384,088	344,451	7,926,252	8,743,157
Historical cost at 31 December 2017	5,300,007	1,050,877	268,072	6,618,956	7,190,421

Most of the investments of the Association are held in pooled managed funds. Investments in pooled managed funds that exceed 5% of the total market value are as follows: The Equity Income Trust for Charities - value £1,516,898 (2016: £2,083,360), M&G Global Dividend Fund - value £332,642 (2016: £491,899), Egerton Sterling Investment Fund - value £357,597 (2016: £362,605) and Schroder European Alpha Income Fund - value £385,040 (2016: 280,430).

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

The table below shows the asset allocation structure of the total investment portfolio.

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
UK bonds and cash	1,935,066	81,428	40,396	2,056,890	1,401,518
UK equities	1,809,407	115,760	116,293	2,041,460	3,225,004
Absolute return funds	563,647	33,501	33,655	630,803	745,249
Property	1,000,985	33,936	34,094	1,069,015	905,455
Overseas bonds	175,945	18,539	18,624	213,108	360,693
Overseas equities	1,712,663	100,924	101,389	1,914,976	2,105,238
Total	7,197,713	384,088	344,451	7,926,252	8,743,157

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
Investment property	£	£	£	£	£
Market value at 1 January 2017	31,525,000	-	-	31,525,000	29,325,000
Acquisitions at cost	-	-	-	-	148,898
Disposal proceeds	-	-	-	-	-
Net gain on revaluation of investment property	100,000	-	-	100,000	2,051,102
Market value at 31 December 2017	31,625,000	-	-	31,625,000	31,525,000
TOTAL VALUE OF INVESTMENTS	38,822,713	384,088	344,451	39,551,252	40,268,157

The freehold investment property comprising Nadler Hotel was valued as at 31 December 2017 by an external valuer, Gerald Eve LLP, a regulated firm of Chartered Surveyors. The valuations were prepared in accordance with the requirements of the RICS Valuation - Professional Standards: January 2014 (revised April 2015), the international Valuation Standards and the financial reporting standard applicable in the UK and Republic of Ireland (FRS102). The valuation of this property was on the basis of Fair Value, equated to Market Value, on the assumption of an investment. It was principally derived using the Profits and Investment Methods of Valuation.

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
CHARITY	£	£	£	£	£
Listed investments					
Market value at 1 January 2017	6,524,396	1,188,262	294,700	8,007,358	8,237,216
Acquisitions at cost	1,864,553	131,081	42,203	2,037,837	494,174
Disposal proceeds	(2,605,598)	(96,997)	(24,743)	(2,727,338)	(1,651,727)
Net gain/(loss) on revaluation of investments	305,825	67,788	17,293	390,906	918,622
Realised proceeds on redemption	58,225	1,368	-	59,593	9,073
Market value at 31 December 2017	6,147,401	1,291,502	329,453	7,768,356	8,007,358
Cash held for investment	42,892	100,006	14,998	157,896	735,799
Transfer between funds	1,007,420	(1,007,420)	-	-	-
Portfolio value at 31 December 2017	7,197,713	384,088	344,451	7,926,252	8,743,157
Historical cost at 31 December 2017	5,300,007	1,050,877	268,072	6,618,956	7,190,421

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
UK bonds and cash	1,935,066	81,428	40,396	2,056,890	1,401,518
UK equities	1,809,407	115,760	116,293	2,041,460	3,225,004
Absolute return funds	563,647	33,501	33,655	630,803	745,249
Property	1,000,985	33,936	34,094	1,069,015	905,455
Overseas bonds	175,945	18,539	18,624	213,108	360,693
Overseas equities	1,712,663	100,924	101,389	1,914,976	2,105,238
Total	7,197,713	384,088	344,451	7,926,252	8,743,157

	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
Investment property	£	£	£	£	£
Market value at 1 January 2016	33,025,000	-	-	33,025,000	30,825,000
Acquisitions at cost	-	-	-	-	148,898
Net gain on revaluation of investment property	100,000	-	-	100,000	2,051,102
Market value at 31 December 2017	33,125,000	-	-	33,125,000	33,025,000
INVESTMENT IN SUBSIDIARY	150,000	-	-	150,000	150,000
TOTAL VALUE OF INVESTMENTS	40,472,713	384,088	344,451	41,201,252	41,918,157

The Charity investment property includes the Broadheath freehold property which is leased to the Trading Subsidiary.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS	Tangible				Total 2017	Total 2016 [see Table 7]
	fixed assets	Investments	Assets	Liabilities		
	£	£	£	£	£	£
Endowed funds						
Country and region funds	-	232,353	6,865	-	239,218	227,005
Headquarters fund	-	112,098	10,571	-	122,669	124,992
Total endowed funds	-	344,451	17,436	-	361,887	351,997
Restricted funds						
Country and region funds	-	99,564	2,942	-	102,506	1,081,562
Headquarters fund	-	90,905	714,478	(19,555)	785,828	907,291
Girlguiding Activity Centres	-	191,981	160,041	-	352,022	1,535,345
Other funds	-	1,638	1,367	-	3,005	2,874
Total restricted funds	-	384,088	878,828	(19,555)	1,243,361	3,527,072
Unrestricted funds						
General fund	9,383,398	38,822,713	3,651,533	(4,966,168)	46,891,476	44,321,469
Buildings and equipment fund	-	-	765,664	-	765,664	272,212
Total unrestricted funds	9,383,398	38,822,713	4,417,197	(4,966,168)	47,657,140	44,593,681
Total funds	9,383,398	39,551,252	5,313,461	(4,985,723)	49,262,388	48,472,750

Table 7 Analysis of 2016 net assets by fund					
	Tangible				Total 2016
	fixed assets	Investments	Assets	Liabilities	
	£	£	£	£	£
Endowed funds					
Country and region funds	-	220,688	6,317	-	227,005
Headquarters funds	-	106,470	18,522	-	124,992
Total endowed funds	-	327,158	24,839	-	351,997
Restricted funds					
Country and region funds	-	1,051,411	30,151	-	1,081,562
Headquarters funds	-	122,974	810,541	(26,224)	907,291
Girlguiding Activity Centres	1,117,372	184,413	241,060	(7,500)	1,535,345
Other funds	-	1,555	1,319	-	2,874
Total restricted funds	1,117,372	1,360,353	1,083,071	(33,724)	3,527,072
Unrestricted funds					
General fund	7,803,262	38,580,646	3,378,242	(5,440,681)	44,321,469
Buildings and equipment fund	-	-	272,212	-	272,212
Total unrestricted funds	7,803,262	38,580,646	3,650,454	(5,440,681)	44,593,681
Total funds	8,920,634	40,268,157	4,758,364	(5,474,405)	48,472,750

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

14. STOCKS	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Stocks for resale	616,624	-	-	616,624	791,477
Consumable stocks	13,891	-	-	13,891	19,161
	630,515	-	-	630,515	810,638
CHARITY					
Stocks for resale	43,789	-	-	43,789	34,015
Consumable stocks	13,891	-	-	13,891	19,161
	57,680	-	-	57,680	53,176

15. DEBTORS DUE WITHIN ONE YEAR	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Trade debtors	448,053	-	-	448,053	460,174
Other debtors	32,812	19,555	-	52,367	312,304
Prepayments and accrued income	297,915	-	-	297,915	456,792
	778,780	19,555	-	798,335	1,229,270
CHARITY					
Trade debtors	121,272	-	-	121,272	167,101
Amounts due from subsidiary*	1,789,412	-	-	1,789,412	791,358
Other debtors	32,812	19,555	-	52,367	312,304
Prepayments and accrued income	291,265	-	-	291,265	427,141
	2,234,761	19,555	-	2,254,316	1,697,904

* Amount due from the wholly owned subsidiary being the balance of the 2017 donation.

16. DEBTORS DUE AFTER ONE YEAR	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CHARITY					
Amounts due from subsidiary*	-	-	-	-	750,000
	-	-	-	-	750,000

* The long-term loan is secured on the assets of the subsidiary and repayable by written demand giving not less than 12 months' notice. Interest is charged on the loans at a rate of 3% over the Bank of England base rate for the long-term loan.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

17. CREDITORS DUE WITHIN ONE YEAR	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED					
Trade creditors	1,112,542	-	-	1,112,542	1,060,051
Deferred income (see note 17a)	1,117,060	-	-	1,117,060	1,002,559
Accruals and other creditors	1,241,764	19,555	-	1,261,319	1,347,276
Income tax and national insurance	190,979	-	-	190,979	172,490
VAT	29,021	-	-	29,021	82,999
	3,691,366	19,555	-	3,710,921	3,665,375
CHARITY					
Trade creditors	1,069,566	-	-	1,069,566	1,003,940
Deferred income (see note 17a)	1,117,060	-	-	1,117,060	1,002,559
Accruals and other creditors	1,187,106	19,555	-	1,206,661	1,171,178
Income tax and national insurance	190,979	-	-	190,979	172,490
Amounts due to subsidiary	49	-	-	49	2,027
VAT	29,021	-	-	29,021	57,999
	3,593,781	19,555	-	3,613,336	3,410,193

Trade creditors includes £10,508 of pension contributions payable to Scottish Widows (2016: £9,896).

17a. ANALYSIS OF MOVEMENT IN DEFERRED INCOME	Balance 1 January 2017	Income released in current year	Income deferred in current year	Balance 31 December 2017
	£	£	£	£
CONSOLIDATED AND CHARITY				
Deferred income	1,002,559	(1,590,082)	1,704,583	1,117,060

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

18. CREDITORS DUE AFTER ONE YEAR	Unrestricted funds	Restricted funds	Endowed funds	Total 2017	Total 2016
	£	£	£	£	£
CONSOLIDATED AND CHARITY					
Accruals and other creditors	950,000	-	-	950,000	1,425,000
	950,000	-	-	950,000	1,425,000

19. PROVISIONS FOR LIABILITIES AND CHARGES	Balance 1 January 2017	Paid during the year	Provision in the year	Balance 31 December 2017
	£	£	£	£
CONSOLIDATED AND CHARITY				
Self-insured claims provision	384,030	-	(59,228)	324,802

20. UNRESTRICTED FUNDS	Balance 1 January 2017	Transfers of expenditure	Designation to/from General fund	Transfers to General fund	Net income/ investment gains	Balance 31 December 2017
	£	£	£	£	£	£
CONSOLIDATED						
General fund	44,321,469	6,548	(500,000)	2,178,090	885,369	46,891,476
Buildings and equipment fund	272,212	(6,548)	500,000	-	-	765,664
	44,593,681	-	-	2,178,090	885,369	47,657,140

2016 Unrestricted funds	Balance 1 January 2016	Transfers of expenditure	Designation to/from General fund	Transfers to General fund	Net income/ investment gains	Balance 31 December 2016
	£	£	£	£	£	£
CONSOLIDATED						
General fund	41,276,619	6,548	-	-	3,038,302	44,321,469
Buildings and equipment fund	278,760	(6,548)	-	-	-	272,212
	41,555,379	-	-	-	3,038,302	44,593,681

Tangible fixed assets to the value of £1,129,546 in support of our Activity Centres have been transferred from restricted to unrestricted funds, where those assets have been purchased from restricted fund donations, but are now held for a general and not a restricted purpose.

The restriction on our 'Chief Memorial' Fund has been removed with Charity Commission approval and its value as at 31 December 2017 of £1,037,186 has been transferred to general funds. This fund supported international travel grants and the Association proposes to continue to fund these grants from general funds for the foreseeable future.

The restriction on a small endowed fund, the Elizabeth Mary Hyde fund, has been removed with Charity Commission approval and its value as at 31 December 2017 of £11,358 has been transferred to general funds so it can be expended in furtherance of the objects of the Association.

CHARITY

For the charity, the General fund includes the Broadheath investment property valued at £1,500,000.

The main uses of the designated funds are described below:

Buildings and equipment fund

This fund has been set up to ensure there are adequate funds available for the renewal and replacement of the Association's fixed assets. A recommended target level of reserves has been set at £1.5m for this fund, which is in addition to free reserves. This fund has absorbed the existing Activity Centre building and equipment fund. Trustees have designated £500,000 towards achieving this target in 2017.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

21. MOVEMENT IN ENDOWED AND RESTRICTED FUNDS	Balance			Net investment gains (losses)	Transfers to general fund	Balance 31 December 2017
	1 January 2017	Income	Expenditure			
	£	£	£	£	£	£
CONSOLIDATED AND CHARITY						
Endowed funds						
Support for countries and regions	227,005	6,865	(6,317)	11,665	-	239,218
Support for UK guiding	124,992	3,312	95	5,628	(11,358)	122,669
	351,997	10,177	(6,222)	17,293	(11,358)	361,887
Restricted funds						
Support for countries and regions	1,081,563	32,708	(30,151)	55,573	(1,037,186)	102,507
Support for UK guiding	907,290	666,977	(794,372)	5,932	-	785,827
Support for Girlguiding Activity Centres	1,535,345	94,422	(155,768)	7,569	(1,129,546)	352,022
Other funds	2,874	49	-	82	-	3,005
	3,527,072	794,156	(980,291)	69,156	(2,166,732)	1,243,361

2016 MOVEMENT IN ENDOWED AND RESTRICTED FUNDS	Balance			Net investment gains (losses)	Transfers to general fund	Balance 31 December 2016
	1 January 2016	Income	Expenditure			
	£	£	£	£	£	£
CONSOLIDATED AND CHARITY						
Endowed funds						
Support for countries and regions	211,823	6,317	(8,826)	17,691	-	227,005
Support for UK guiding	113,532	3,055	(130)	8,535	-	124,992
	325,355	9,372	(8,956)	26,226	-	351,997
Restricted funds						
Support for countries and regions	1,009,174	30,151	(42,049)	84,287	-	1,081,563
Support for UK guiding	707,725	739,617	(551,102)	11,050	-	907,290
Support for activity centres	1,561,493	161,067	(198,694)	11,479	-	1,535,345
Other funds	2,703	47	(1)	125	-	2,874
	3,281,095	930,882	(791,846)	106,941	-	3,527,072

Country and region funds are used to generate income that is distributed to nine countries and regions in proportion to their membership. UK guiding funds are used to provide grants to the membership, for example to set up new units, to support members with a disability and to provide travel bursaries. Activity Centre funds are used to provide grants to leaders attending trainings held at Foxlease and Waddow Hall, and for the upkeep of one of our activity centre properties.

22. FINANCIAL COMMITMENTS

As at 31 December 2017 the Association had no capital commitments (2016: £nil).

As at 31 December 2017 the Association's subsidiary, the Guide Association Trading Service Limited, had entered into £2.92 million (2016: £2.82 million) of advance stock purchase orders with suppliers within the ordinary course of business.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2017

23. OPERATING LEASE COMMITMENTS	2017	2016
	£	£
The minimum lease payments under non-cancellable operating leases for land and buildings were as follows:		
Not later than 1 year	63,448	124,268
Later than 1 year and not later than 5 years	174,482	93,201
	237,930	217,469

24. INVESTMENT IN SUBSIDIARY

The Association's subsidiary, the Guide Association Trading Service Limited, operates the Trading Service and the shop activities.

The Guide Association owns the whole of the issued ordinary share capital, amounting to £150,000, of the Guide Association Trading Service Limited, a company registered in England (company number 04301686). As it is a wholly owned subsidiary, the Association is exempt, under FRS 102, from reporting its transactions and balances with this entity. The subsidiary donates its profits to the Association under Gift Aid and therefore the net movement in funds for the Association as an entity equals the net movement for the consolidated group.

During the year the Guide Association Trading Service Limited achieved sales of £6,396,312 (2016: £7,164,803). Of those sales, £86,548 were sales to the Association. The Association charged £139,450 in management fees. The Guide Association Trading Service achieved a net profit of £2,416,062 (2016: £2,297,849) and this was donated under Gift Aid to the Association. At the year end The Guide Association Trading Service had £2,036,997 of assets, and £1,886,997 of liabilities.

25. THE GUIDE ASSOCIATION TRUST CORPORATION

The Trust Corporation is a Company limited by guarantee and incorporated under the Companies Act 2006. It acts as a custodian trustee and holds land, freehold or leasehold buildings and investments on behalf of guiding units. It is funded by the Guide Association as a service to guiding units and the expenses are included in management and administration expenditure in these financial statements.

Financial statements of the Trust Corporation are available from the Guide Association, 17-19 Buckingham Palace Road, London SW1W 0PT.

26. RELATED PARTY TRANSACTIONS

There are no related party transactions requiring disclosure.

27. POST BALANCE SHEET EVENTS

Charity Commission approval was received on the 13th March 2018 to convert a permanent endowment to a restricted fund. The value of this fund, the EMR Burgess Fund, was £122,669 at year end.

On the 9th April 2018 we received Charity Commission approval to convert our final permanent endowment, the King George VI Leadership Memorial fund, to a restricted fund. The value of this fund at year end was £239,218.

Our vision

An equal world where all girls can make a positive difference, be happy, safe and fulfil their potential.



WE DISCOVER, WE GROW

Girlguiding

© Girlguiding 2018

Registered Charity No. 306016

OSCR Registered Charity No. SC038436