



Patron: Lady Stevenson DL

Company Registration Number: 07279320
Charity Number: 1137609

**Dingley Family and Specialist Early Years Centres
(Limited by guarantee)**

Financial Statements

Year ended 31 March 2017

**Dingley Family and Specialist Early Years Centres
(Limited by guarantee)**

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Dingley Family and Specialist Early Years Centres (Limited by guarantee)

Legal and Administrative information

The Trustee Board presents their report, together with the financial statements, for the period from 1 April 2016 to 31 March 2017.

Reference and administrative details of the charity, its directors and advisors

Dingley Family and Specialist Early Years Centres is a registered charity, number 1137609 and is a charitable company limited by guarantee, number 03081670.

Trustee Board

The members of the Trustee Board (who are also the directors of the charitable company) during the period were as follows:

Chair:	Mr David Ormrod
Treasurer:	Mr Ian Mackinder
Secretary:	Vacant
Trustees:	Mr David Ormrod
	Mr Nick Richards
	Mr Ian Mackinder
	Mr Allan Gibson
	Ms Mary Baldwin
	Mr Richard Cronin

The following are parent representatives:

Reading: Gemma Coleman (appointed February 2017) (taken over from Sian McCoubrey, resigned Feb 17)
Wokingham: Vacant post, Ayanda Larkin resigned March 17
Newbury: Nicky Clarke (appointed Feb 17) (seeking someone to share this role)

In addition, a Patron, Lady Stevenson DL, was appointed in September 2011.

Key Management Personnel

Catherine McLeod MBE	Chief Executive Officer
Janice Powell	Fundraising and Communications Manager
Aimee Read	Group Operations Manager (from June 2016)
Theresa Bowers	Finance Officer (from February 2017)
Louise Farmer	West Berks (Newbury) Centre Manager
Zora Morgan	Wokingham Centre Manager (replaced Arti Divatia in January 2017)
Hannah Spence	Reading Centre Manager

Company registered number
07279320

Charity number
1137609

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

**Dingley Family and Specialist Early Years Centres
(Limited by guarantee)**

Legal and Administrative information

Registered office

Kennet Walk Community Centre
Kenavon Drive
Reading
Berkshire
RG1 3GD

Outreach addresses

Poplar Place
Shaw
Newbury
Berkshire
RG14 1NA

All Saints School
Norreys Avenue
Wokingham
Berkshire
RG40 1UX

Independent Examiner

Moore Stephens LLP
Prospect House
58 Queens Road
Reading
Berkshire
RG1 4RP

Dingley Family and Specialist Early Years Centres (Limited by guarantee)

Directors' annual report Year ended 31 March 2017

Structure, governance and management

Dingley Family and Specialist Early Years Centres is both a registered charity and a company limited by guarantee. It is governed by Articles of Association, which were approved and adopted in August 2010 (upon registration as a charitable company).

In May 2016, the company formally adopted Dingley's Promise as the new brand name, retaining Dingley Family and Specialist Early Years Centres as its registered company name. The term Dingley's Promise (or Dingley) will be used throughout the remaining narrative sections of this document.

Organisational structure and decision making process

The Trustee Board delegates day to day management of the operations of the charity to the Chief Executive Officer (CEO), Catherine McLeod MBE, who was appointed in March 2015. The CEO has three direct reports, a Fundraising & Communications Manager (FCM), Sarah Affleck (who was appointed in June 2017 replacing Janice Powell who subsequently left in July 2017), a Group Operations Manager (GOM), Aimee Read, (who was appointed in May 2016 following the resignation of Jacquie Hathaway in early 2016) and a Finance Officer (FO), Theresa Bowers who was appointed in February 2017. The GOM directly manages the Centre Managers who are as follows:

Newbury: Ms Louise Farmer
Wokingham: Ms Zora Morgan (who replaced Mrs Arti Divatia in January 2017)
Reading: Ms Hannah Spence

Directors meetings are held six times per year. In between meetings decisions are made in consultation with the Chair and other Directors as required. If necessary a special meeting of the Board is convened.

In 2016, we created an Advisory Board, and this currently comprises the following individuals:-

Chris Burnell (Buildings Compliance & Development)
Jacquie Hathaway (Early Years Foundation Stage & Ofsted compliance)
Karen England (Fundraising)
Paul Wallace (Social Enterprise)

Objectives and activities

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

As part of our five year strategy review in 2015 we updated our Vision and Mission statements:-

Dingley's Promise vision is '*The best start for every child*'.

Our Mission Statement is '*We deliver life changing support to under 5's with additional needs & disabilities and their families, by providing specialist learning through play, family support & training, and advice to mainstream settings*'.

Within this overall framework, our main objectives are:-

- Reach as many children as possible.
- Ensure every child transitions to the best educational option for them when they leave Dingley.
- Offer year round provision to take the pressure off parents and give each child as much support as we can.
- Be active in networking and signposting to ensure all of the child's needs are met.
- Ensure parents are always given choices and their voices are heard.

We also took the opportunity as part of the strategy review to bring to the fore our core values:-

- We seek **excellence** in all we do through continuous learning and improvement.
- We **care** for each other, our children and their families.
- We promote **development** of children, families & our team in a stimulating environment.
- We work with **integrity**, sharing resources and expertise for best outcomes.
- We **empower** children and families to make their own choices.

The Newbury Centre operates from a newly refurbished building in Shaw, Newbury, which opened to families in mid-February 2015. We have a sub-lease for the building, large garden and 10 car parking spaces with Shaw Social Club

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Directors' annual report (*continued*) Year ended 31 March 2017

which is co-terminus with their own lease with West Berkshire Council due for review and renewal in March 2024.

In April 2012, the Wokingham Centre moved to larger premises within the All Saints School in Wokingham. We have a licence to occupy this space (with 12 months' notice by either party) and pay both fixed and variable (eg utilities costs) elements of rent based on the percentage of space that we occupy within the school.

The Reading Centre operates from a Reading Borough Council owned building for which we pay a peppercorn rent, but for which we must pay the buildings insurance, utilities costs and all associated building maintenance costs as part of the lease. In October 2012, in response to demands from grant providers, a new 7 year lease was put in place.

Volunteers play a very important role within the groups by assisting with fundraising, driving children to the groups, and helping in the playgroup. As a result, Dingley's Promise was nominated to receive the Queen's Award for Voluntary Service (the MBE for charities), and the formal announcement of the receipt of that award was made in June 2011. During 2016/17, our volunteer hours (including Trustee time) totalled almost 2,100 hours.

Risk Management Statement

A detailed risk analysis was undertaken in 2014 and a Risk Policy was implemented in February 2015, which remains valid. The policy states that :-

- The trustees and executive management of Dingley Family & Specialist Early Years Centres believe that sound risk management is integral to both good management and good governance practice.
- Risk management considerations will form an integral part of our decision-making and be incorporated within strategic and operational planning.
- Risk assessment will be conducted on all new activities and projects to ensure they are in line with Dingley Family & Specialist Early Years Centres's strategic plan and objectives.
- Risks and opportunities will be identified, analysed and reported at an appropriate level and escalated as necessary.
- A risk register covering key strategic risks will be maintained and updated *at least twice* a year and more frequently where risks are known to be volatile.
- All staff will be provided with adequate training on risk management and their role and responsibilities in implementing this.
- Dingley Family & Specialist Early Years Centres will regularly review and monitor the effectiveness of its risk management framework and update it as considered appropriate.
- Reports will be made to the trustee board and CEO each quarter of continuing and emerging high concern risks and those where priority action is needed to effect better control.
- Individual error and incident reports will be required from individual staff where a reportable event is identified.
- This policy is a formal acknowledgement that the Trustee Board is committed to maintaining a strong risk management framework. The aim is to ensure that Dingley Family & Specialist Early Years Centres makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse effects of risks.
- This policy will be used to support the internal control systems of Dingley Family & Specialist Early Years Centres, enabling us to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.

Our main risk exposure is to reductions in statutory funding or to changes in the structure of that funding which make it more difficult to access and more expensive to secure. In addition, there are risks associated with the longer term occupation of our existing premises which would put the delivery of our vital LTP sessions under threat.

To reduce the likelihood of these risks materialising, and to mitigate the impact should they do so, we have:-

- a) developed a fundraising strategy, which includes targeted donor research, activities which maintain council relationships and seeking corporate sponsors by producing relevant collateral;
 - b) begun to look for new opportunities to rent and to partner with others, approached Councils for peppercorn rent buildings and talked to stakeholders for ideas and suggestions.
-

Dingley Family and Specialist Early Years Centres (Limited by guarantee)

Directors' annual report (continued) Year ended 31 March 2017

Achievements and performance

The following is a summary of our main achievements during the period.

- a) Following a number of years of significant change, the 2016/17 period under review has been one of consolidation of our governance and day-to-day operational activities and services, whilst also being a period of preparation for both known, and anticipated, changes in legislation and funding sources.
- b) We have greatly extended the volume and range of our services, providing 6400 (29%) more hours of support in our Learning Through Play (LTP) sessions, increasing our family support and increasing our support to mainstream nurseries. The number of children we support (167) is similar to the previous year (174), but we have been able to allow more children to attend several sessions each week. We have also been able to improve our efficiency, with the total cost per hour being reduced from £22.50 to £19.75, in spite of focussing on children with a higher dependency.
- c) Child development levels also increased slightly (4.3%), and 60% of our children's transitions were to mainstream settings, illustrating our crucial role in building paths to inclusion for as many children as possible.
- d) Stay & play sessions and holiday play-schemes ("open access services") were again run for families who do not use our LTP sessions to attend and gain benefit from our advice and expertise in some way. These were very well attended.
- e) We have produced briefing papers on the potential impact of the increase, in September 2017, of the Nursery Education Grant (NEG) from 15 hours to 30 hours for eligible children. Families of children with Special Educational Needs & Disability (SEND) are very likely to miss out on this increase in free provision as significant concerns are being raised by mainstream settings that they will not be able to offer more places for children with SEND without more support. These briefing papers have been well received by influential people lobbying for government to recognise this potential discrimination against SEND children, including the consultants appointed by the government to advise on the introduction of the 30 hours free provision.
- f) As a result of this lobbying, our CEO, Catherine McLeod MBE, was privileged to be invited to a Reception to mark Local Charities Day at 10 Downing Street in the run-up to Christmas. The Reception was hosted by Secretary of State for Culture, Karen Bradley, and Minister for the Civil Society (and MP for Reading East) Rob Wilson MP.
- g) Directly as a result of our work on the 30 hours provision, we have identified a need for a training offering to assist other settings to provide more SEND provision. We have, to date, developed outline course structures, content and potential delivery methods and applied for grants to fund the full development.
- h) Our main fundraising event, the annual ball in March 2017, was once again very successful, raising over £11,000. The award of a "Celebrate" grant from the Big Lottery Fund enabled us to focus attention on our achievements, with awards presented on the night in various categories recognising our wonderful staff and supporters.
- i) As stated in the last review, the introduction of an Advisory Board during the summer of 2016 has enabled us to significantly enhance the expertise available to assist us with both day-to-day running and strategic planning. We currently have an Advisory Board comprising individuals willing and able to assist us, on an "as needs" basis, in the areas of Buildings Compliance, Early Years Foundation Stage (EYFS) & Ofsted, Fundraising and Social Enterprise.

Financial review

Dingley's Promise achieved big increases in both its income and its expenditure in the year to 31 March 2017. Overall we spent £34,165 more than the income we raised, but this compares favourably to the deficit of £66,083 in the previous year.

Our income for the year was £533,828, representing a 24 per cent increase on the income for 2015/16 (£430,649). Whilst we experienced a small reduction in our local government grants, we achieved big increases in our Nursery Grant, NHS funding and grants from other bodies. Overall grant income increased from £350,919 in 2015/16 to £427,534 in 2016/17. We also achieved a big increase in our donations, fundraising and other income, up from £79,730 to £106,294. This was mainly the result of generous donations from companies, clubs and individuals. On page 13 we list all the grants that we received, but we would also like to give a special mention to the following organisations that each provided donations of over £1,000:

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Directors' annual report *(continued)* Year ended 31 March 2017

- BG Energy Holdings
- BP Technology Centre
- DM Thomas Foundation for Children (from Year of Culture Ball)
- Easthampton Rotary Club (from their Golf Day)
- Edward Billington & Son
- Gamma Teleco BCA
- The Gym Ltd
- Osborne Clarke Solicitors
- Plough on the Green
- Primark
- Softtalk Consultancy Ltd
- Starting Gate public house
- Welford Park (Snowdrops)
- WiPro Ltd
- Wokingham Lions Club

Our expenditure for the year was £567,993, an increase of £71,261 on the previous year. Most of the increase (£58,385) is due to increased salary costs, which represent over 70 per cent of our expenditure. The employment of more staff has facilitated the delivery of more LTP sessions and the provision of wider support for families, as well as strengthening our central management capabilities. Non-salary costs increased by £12,876, with the biggest increases resulting from additional outings and activities for children, additional fundraising activity and increased depreciation costs.

Our reserves policy, which was set in May 2014, ensures that Dingley could meet its financial liabilities and would be able to continue to operate for at least four months, in the event of any unforeseen collapse in our funding. Because of staff changes and more income secured in advance, the reserves fund required has reduced from £101,627 at 31 March 2016 to £94,302 at 31 March 2017. We also hold £3,941 to cover unspent grants, we have £92,523 invested in our buildings and equipment, and a further £50,724 of unallocated funds held in unrestricted accounts, which will continue to be used to support our business plan objectives.

Plans for future periods

- a) We will continue to follow our five-year Business Strategy with stated intentions to:
- maximise our current assets to expand the services at our existing centres, mainly focused on additional services to assist parent/carers and the extended family;
 - offer access to support sessions for families who have left us;
 - open additional centres where demand can be proven and local financial support can be secured;
 - publish guidance on best practice in the area of providing care for additional needs pre-school children, and making these available via the internet;
 - ensure transition is effective and understood by parents.
- b) In addition, the training offering referred to in the Achievements and performance section will be fully developed, including peer reviews, and rolled out, probably in partnership with organisations with existing training offerings and platforms to minimise costs and maximise the impact.
- c) We will continue to seek out and work with other organisations that undertake work similar to ours, with a view to sharing experience and learning new methods.
- d) Although unsuccessful last year, we still hope to secure funding to undertake reconfiguration work on the Reading building to maximise available space and build on the recent improvements to the lighting and heating systems.
- e) We will continue to seek to add suitably experienced and motivated people to both the Trustee Board and the Advisory Board.
- f) The annual Spring Ball will take place again in early 2018, and we are in the early stages of planning one or more large scale public events to raise our profile, interact more closely with the business community and raise funds.

Statement of directors' responsibilities

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

**Dingley Family and Specialist Early Years Centres
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**Directors' annual report (continued)
Year ended 31 March 2017**

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

- select suitable accounting policies and apply them consistently;
- observe the method and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.


In so far as the directors are aware:

- there is no relevant accounting information of which the charitable company's accountant is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant accounting information and to establish that the accountant is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed by order of the Trustee Director Board on 27th July 2017


.....
Mr David Ormrod – Chair


.....
Mr Ian Mackinder

Company registration number: 07279320

**Dingley Family and Specialist Early Years Centres
(Limited by guarantee)**

**Independent examiner's report
to the Directors of Dingley Family and Specialist Early Years Centre**

I report on the accounts of the company for the year ended 31 March 2017, which are set out on pages 9 to 16.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the ICAEW.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.


Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with Section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of Section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



M McAllister ACA
Chartered Accountant
Moore Stephens LLP
Reading

Date: ...31-07-2017.....

**Dingley Family and Specialist Early Years Centres
(Limited by guarantee)**

**Statement of financial activities
for the year ended 31 March 2017**

	Unrestricted Funds	Central	Reading	Reading Buildings	Restricted funds Wokingham	Wokingham Buildings	Newbury	Newbury Buildings	2017 Total	2016 Total
	£	£	£	£	£	£	£	£	£	£
Income and endowments from:										
Donations and legacies	99,708	-	522	-	2,642	-	849	-	103,720	77,982
Income from investments										
- Bank interest	2,574	-	-	-	-	-	-	-	2,574	1,748
Charitable activities										
- Grants (note 2)	24,000	8,987	173,243	-	121,919	-	99,385	-	427,534	350,919
Total Income and endowments	126,281	8,987	173,765	-	124,561	-	100,234	-	533,828	430,649
Expenditure on:										
Raising funds (note 3a)	62,992	8,987	513	-	848	-	1,449	-	74,789	54,568
Charitable activities (note 3b)	6,533	-	184,983	7,720	127,158	-	156,252	10,559	493,204	442,164
Total expenditure	69,525	8,987	185,496	7,720	128,006	-	157,701	10,559	567,993	496,732
Net Income/(expenditure)	56,756	-	(11,731)	(7,720)	(3,445)	-	(57,467)	(10,559)	(34,165)	(66,083)
Transfers between funds	(65,275)	-	7,808	-	-	-	57,467	-	-	-
Fund balances brought forward at 1 April 2016	153,545	-	5,714	23,649	17,294	-	-	84,694	284,896	350,979
Fund balances carried forward at 31 March 2017	145,026	-	1,791	15,929	13,849	-	74,135	250,731	284,896	

The charitable company's income and expenditure all relate to continuing activities. The charitable company has no recognised gains and losses other than the net movement in funds each year.

The notes on pages 11 to 16 form part of these financial statements