

Wooden Spoon Society

(A company limited by guarantee and having no share capital)
(Registered Number: 1847860)

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(A company limited by guarantee
and having no share capital)

(Registered Number: 1847860)

(Charity Number: 326691)

(Scottish Charity Number: SC039247)

Annual report and Consolidated financial statements for the year ended 31 March 2011 (FY10)

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Legal and Administrative Information

Patrons Her Royal Highness The Princess Royal The Rugby Football Union The Scottish Rugby Union The Welsh Rugby Union The Irish Rugby Football Union The Rugby Football League	Company Secretary and Registered Office TMF Corporate Secretarial Services Limited 1 st Floor, Pellipar House 9 Cloak Lane London EC4R 2RU
Auditors Baker Tilly UK Audit LLP The Clock House 140 London Road Guildford, Surrey, GU1 1UW	Solicitors Clifford Chance 10 Upper Bank Street London E14 5JJ
Principal Bankers HSBC Bank plc 60 Queen Victoria Street London EC4N 4TR	For further information please contact: Wooden Spoon Society 41 Frimley High Street Frimley Surrey GU16 7HJ Tel: 01276 410180 Fax: 01276 410181 E-mail: charity@woodenspoon.com Website: www.woodenspoon.com The Charity Commission www.charitycommission.gov.uk

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Key Personnel	Name	Member of Council of Trustees	Council of Trustees Meeting Attendance	Member of Governance Committee	Member of Audit Committee	Member of Charitable Projects Committee	Notes
Life President	Peter Scott MBE		4				Retired as trustee 22/06/2011
Council Chairman	Steuart Howie	Chairman	4			Chairman	
Trustees:	David Allen OBE	✓	3				
	Stephen Bellamy- James QC	✓					Appointed as trustee 01/09/2011
	Roger Cooke	✓	3	Chairman			
	Roger Davies		3				Retired as trustee 13/12/2010
	David Hammond		4		✓		Resigned as trustee 20/06/2011
	David Laing	✓	2			✓	
	Alison Lowe	✓	1				Appointed as trustee 01/01/2011
	Ian McPherson QPM	✓					Appointed as trustee 01/09/2011
	Fiona Morris	✓	3	✓			
	Bruce Priday		3				Resigned as trustee 21/06/2011
	Martin Sanders	✓	2	✓			
	Steve Scott	✓	4				
	Richard Smith	✓	4		Chairman	✓	
	Nigel Timson	✓	2	✓		✓	
	Grant Watson		2				Retired as trustee 13/12/2010
	Mike Wisdom	✓	4	✓	✓		
Chief Executive	Bill Hill		4				
Secretary	Barry Monahan		4				
Vice Presidents	Bryan Marsh						
	Grant Watson						

The Trustees of the Charity (having powers of directors under the Articles of Association) are pleased to present their report and the audited financial statements of Wooden Spoon Society (the "Charity") for the year ended 31 March 2011. (FY10)

The details of patrons, officials and advisers on pages 3 and 4 form part of this Report. The financial statements have been prepared in accordance with the requirements of the Companies Act 2006, the applicable Accounting Standards in the United Kingdom, the Statement of Recommended Practice ("SORP 2005") "Accounting and Reporting by Charities" and Charities Act 1993 and applicable provisions of the Charities Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

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Our History, Our Vision, Our Mission and Our Core Values

Our History:

The Charity owes its existence to the presentation of a wooden spoon to a group of English rugby supporters (including the Charity's President) by their Irish friends in Dublin in 1983, following the defeat of England by Ireland in the then Five Nations Championship. The defeat left England at the foot of the table for that season. The group of supporters returned to England and decided to raise their spirits by organising a golf competition with the wooden spoon as the trophy whilst raising money for Charity in the process. The day was a great success. An impressive £8,500 was raised and a new Charity, Wooden Spoon Society, was born. Since this formative event Wooden Spoon has donated over £16 million to a wide range of causes benefiting disadvantaged children and young people. In turn we have benefitted hugely from the patronage of Her Royal Highness the Princess Royal who gives her time generously and the patronage of all the national rugby football governing bodies in the British Isles and Ireland whose support makes a substantial difference in achieving our charitable aims.

Our Vision:

"Our vision at Wooden Spoon is to make a positive impact on the lives of disadvantaged children and young people through our commitment to quality charitable work."

- disadvantaged children and young people: Our projects are aimed at meeting the needs of children and young people in the British Isles aged up to 25 who are disadvantaged physically, mentally or socially.
- commitment to quality charitable work: We fund capital projects and deliver operational programmes. We are committed to measuring the satisfaction and effectiveness of everything we fund or deliver to ensure that our charitable outcomes are achieved.

Our Mission:

"We engage the support of the rugby community to grow membership, build regional volunteer groups, enlist individual contributors and develop corporate relationships to efficiently and effectively raise and utilise funds to achieve our vision."

- rugby community: Players and supporters of both Rugby Union and Rugby League at every level.
- membership: Wooden Spoon currently has circa 10,000 subscribing members
- regional volunteer groups: Wooden Spoon currently has 45 regional committees throughout the British Isles and overseas who continually give up their time and expertise freely to create memorable events and support local projects.
- individual contributors: Individuals who have achieved significant success in the world of sport or business who endorse and support Wooden Spoon as ambassadors and individuals that can contribute through legacy or private donation.
- corporate relationships: Companies which engage with Wooden Spoon to sponsor events, adopt Wooden Spoon as their Charity or fund specific charitable projects.
- efficiently and effectively raise and utilise funds: Continually improve our income and cost ratios on fundraising activities and charitable programmes by driving efficiency and effectiveness throughout our organisation to achieve and exceed appropriate external and internal benchmarks, without reducing quality or the fun element.

Our Core Values:

*"The core values of **passion, integrity, teamwork and fun** are all inspired by our rugby heritage and drive the ethos and spirit in everything we do."*

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How we are governed and organised

The Charity was established in 1983 and registered as a Charity in England and Wales in October 1984 (Charity Registration 326691). In February 2009 the Charity also registered in Scotland. (Charity Registration SCO39247). It is a company limited by guarantee, registered in England and Wales number 1847860.

Structure

The Charity comprises a Council of Trustees, a central office with paid staff headquartered in Surrey, 45 volunteer Regional Committees (44 throughout the British Isles and one overseas committee based in the United Arab Emirates) and an annually subscribing social membership of circa 10,000.

The Constitution of the Charity and the Council of Trustees

The Charity is governed by its Articles of Association. These provide that the Charity shall be managed by the Trustees who are both the only full members of the Charity and its directors. Together, the Trustees comprise the Council.

New Trustees are appointed by the Council which seeks to ensure that there is a broad range of relevant skills and experience on its body. One third of all Trustees retire by rotation each year and are eligible for re-election at the Annual Council Meeting in December.

The Trustees provide their time at no charge to the Charity. The Charity has no share capital and hence the Trustees have no disclosable interests in the company. No dividends may be paid to any members.

Trustees are provided with details of their responsibilities as Charity trustees upon their appointment and receive a copy of the Charity's Trustee Induction Manual. Trustees are encouraged to attend training events to brief them on their legal and other obligations under charity and company law whilst also assisting them in their role as a Council member. There is a programme in place for the appraisal of each Trustee every two years.

The Council of Trustees meets at least four times each year. It is responsible for overseeing the management and administration of the Charity, its finances and its overall policies and approving the commissioning of projects and the awarding of grants. The Charity seeks to involve as many Trustees as possible in different aspects of its operations, eg. sitting on internal committees, helping organise events, liaising with the Regions, attending Regional Committee meetings and functions, assisting with individual projects and attending project openings. During the year, a Finance Director was appointed who liaises with the Governance and Audit Committees and consequently the role of Treasurer was discontinued.

In June 2011 one of the founders of the Charity, Peter Scott MBE, retired as a trustee after 28 years service. The trustees would like to thank Peter for his outstanding contribution as a founder and a trustee and are pleased that he has agreed to remain as Life President of the Charity and assist with our work, particularly in the City of London.

Governance, Audit and Charitable Projects

During the year the former Audit and Governance Committee was split into separate committees and the responsibilities of the Remuneration Committee were absorbed by the Governance committee. In order to promote good governance and best practice, the Council of Trustees now has 3 sub committees.

The Governance Committee: The Governance Committee has a chairman and a minimum of four other Trustees nominated by the Council and meets a minimum of four times per year. Its responsibility is to ensure that all matters of good governance and best business practice are effective throughout the entire organisation of the Charity, both at the central administrative office and in the Regions.

The Audit Committee: The Audit Committee has a chairman and a minimum of one other Trustee nominated by the Council and meets as and when required. Its responsibility is to consider reports from the auditors and advise the Council on financial control and effectiveness. The current committee comprises a majority of Trustees.

The Projects Committee: The Projects Committee has a chairman and a minimum of two other Trustees

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nominated by the Council and meets every month, usually by telephone conference call. Its responsibilities are to review all the Charity's project proposals whether submitted by the regional committees or the central team; to ensure that the Charity's projects comply with its charitable purposes and to approve the projects that meet its criteria. All trustees receive advance copies of all the projects to be approved and are invited to join the monthly meetings. Capital projects over £50,000 and operational projects over £100,000 require approval at a full meeting of the Council.

Management

The Charity employs a full time Chief Executive who is supported by a small team of full and part-time staff. In addition a number of external contractors are engaged to carry out certain operations of the Charity. A detailed Business Plan and an annual financial budget are prepared by the Chief Executive and reviewed and approved by the Council. The performance of the Charity is measured by the Council against both the Business Plan and the annual budget on a quarterly basis.

Regional Committees

The Charity is very much a regional organisation in its method of operation. Currently there are 45 Regional Committees. These are staffed entirely by volunteers (more than 400 in all) who are drawn from its social members and include a chairman, a secretary and a treasurer. The Regional Committees operate throughout almost the entirety of the British Isles. The constitution of the Regional Committees is established by the Trustees and is set out in the Charity's Administration Manual. One of the important functions of the central office is to provide marketing, administrative, financial and other support and assistance to the Regions on a daily basis to ensure the smooth running of their regional events.

Each Region has an Honorary President who, as a result of the Charity's rugby supporter base, usually comes from the world of rugby. The Honorary Presidents are involved with the Charity on a regular basis, attending project openings, fundraising functions and giving their time, experience and contacts in a wide range of different ways.

Fundamental to the Charity's culture is that all funds raised in a particular Region are then invested in operational or capital projects in that Region; "**local funds for local projects**". In addition, central fundraising is, where possible, used to provide additional support for projects in the Regions. Events are important to the Charity and not just because of the income they raise; they are crucial to the whole ethos of the Charity, which of course owes its very existence to that first event in 1983. Almost all of the Charity's social members joined as a result of attendance at one event or another and it is through the holding of events that the Charity has much of its contact with its corporate supporter base, both centrally and regionally.

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How we raise our funds

The Charity has 5 primary income sources:

- 1) **Events** : The majority of fundraising is through the delivery of events which are also used to recruit new members. These range from sporting dinners using our rugby connections, corporate golf days and glamorous dinner dances to “once in a lifetime” physical challenges. As a result the Charity has to constantly organise events, pay for marketing, pay for venues, facilities, entertainment, hospitality and the other resources required to deliver quality events. Our objective is always to maximise the funds generated by all our events but inevitably significant costs can be incurred. The vast majority of our events are run by our 45 volunteer regionally based committees whose dedication and commitment are at the heart of the Charity. In accordance with accounting standards the cost of events is shown separately from the related income in the Statement of Financial Activities. As a result the operational cost base of the Charity appears inflated when compared with charities that rely mainly on donations and legacy income.
- 2) **Subscriptions**: At our events we encourage participants to become Social Members of Wooden Spoon. We enjoy the support of nearly 10,000 members who donate an annual subscription to the Charity every year. All members receive Spoonews (our in-house magazine) twice per year, invitations to regional and national events and of course our famous and colourful Wooden Spoon tie.
- 3) **Corporate and Ambassadorial Engagement**: The third key area of income comes from our engagement with the corporate community. Since 1993, TNT has fully embraced the Charity through its corporate and social responsibility programme. Year on year TNT have always been our biggest corporate supporter. Due to the success of our relationship with TNT, we have developed and dedicated a programme to present Wooden Spoon as a Charity adoption for other large corporations. The programme is proving very successful in securing both restricted and unrestricted funding for our charitable work.
- 4) **Trusts, Foundations and Legacies**: The Charity does not benefit from public sector funding. All funds raised have been through the private sector working with the business community. However, we have now recognised that our charitable work has considerable appeal to charitable foundations and have set up a small dedicated resource to generate proposals to secure funding from this source. This resource is also tasked with developing a long term legacy programme with our subscribing membership.
- 5) **Donated Goods and Services**: The Charity receives donations of goods and services from both corporate and individual supporters. We are very grateful to all donors but in particular to TNT Express and Clifford Chance for their significant assistance. We also acknowledge the time and services given to the Charity by all volunteers and their dedication to the fundraising activities across all areas in which we operate.

The charitable projects that we support

Since 1983, the Charity has invested over £16m in projects throughout the British Isles. These projects have been dedicated to improving the lives of over 500,000 children and young people who are challenged mentally, physically or socially.

Most of our projects are initiated by our national network of 45 volunteer regional committees and to date have been predominantly “capital” oriented. i.e. projects that can be “badged” Wooden Spoon and have a useful life of at least 5 years. A majority of the capital projects have supported children and young people who have been mentally or physically challenged and generally in the form of soft play and activity areas, sensory rooms, hydrotherapy pools and building and facility improvements.

Capital Projects still constitute a significant proportion of the work we do however, since 2008 the Charity has supported an increasing number of significant **Operational Projects**.

The Operational Projects (initially called Spoon Community Rugby (SCR) but now rebranded as Game ON!) have 3 key areas of focus:

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- 1) **NEET:** We use the sport of rugby to engage with young people from socially challenging areas who are not in full time education, employment or training ("NEET" is the Government classification). Wooden Spoon funds a curriculum of activities that involves both physical exercise and education aimed at improving each participant's prospects of getting back into fulltime education or employment.
- 2) **Disability:** Working with Great Britain Wheelchair Rugby we fund projects aimed at supporting the development of the sport among children and young people up to the age of 25. This ranges from the procurement of specially adapted wheelchairs for clubs to seed funding for the first club coaching sessions.
- 3) **MLD/SLD:** Again using rugby as the sports based activity, we fund projects that assist the physical and co-ordinational development of children and young people with mild or severe learning difficulties. We invest in schemes to coach the game of rugby in schools and support festivals and events where young people with learning difficulties can demonstrate their new skills.

Another key aspect of our charitable work is our **'Seeing is Believing' (SiB) programme**. It is vitally important that our corporate and volunteer supporters, who freely give their time and expertise to help us raise funds, get the opportunity to visit and see at first hand the charitable projects in which we invest.

These visits help our supporters better relate to our charitable purpose and demonstrate why their continued help is so vitally important to our cause. Since starting 'Seeing is Believing' over 3,000 staff from TNT and 500 staff employed by other corporate supporters have taken advantage of the programme; we are grateful to them for their continued support and active participation.

Public Benefit

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charity Commission. The significant activities undertaken to carry out our aims for the public benefit and our achievements measured against those aims are provided in this report.

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Our performance for the year ended 31 March 2011 (FY10)

Financial Review:

Key Performance Indicators	FY10 (£000)	FY09 (£000)	% Change
Income			
Voluntary Income	1,673	1,654	↑ 1%
Event Income	2,591	2,280	↑ 14%
Total Income	4,264	3,934	↑ 8%
Expenditure			
Voluntary Income Generation Costs	243	290	↓ -16%
Event Income Generation Costs	2,165	2,252	↓ -4%
Administration Costs	129	138	↓ -6%
Governance Costs	31	39	↓ -22%
Total Costs	2,568	2,719	↓ -6%
Net Funds GENERATED	1,696	1,214	↑ 40%
Total Funds SPENT on charitable work	1,575	955	↑ 65%
Performance ratios			
Voluntary Income Profit Margin	85%	82%	
Event Profit Margin	16%	0%	
Charity Administration Costs/Total Income	3%	4%	
Charity Governance Costs/ Total Income	1%	1%	
Funds GENERATED/ Total Income	40%	31%	

Despite a tough economic backdrop our income grew by 8% and our costs reduced in every category resulting in an overall reduction of 6% over the previous year. Our event income showed a remarkable 14% growth, primarily due to a substantial increase in centrally driven activity; in contrast our regional event income was relatively flat year on year. As the Charity's central event activity uses paid staff to create, sell and deliver its events, the cost of the events is substantially higher than the events delivered by our regional volunteer network.

This financial year the Charity chose to alter the allocation basis of its central resources team. As a very high percentage of the central team's time was expended supporting centrally driven events and delivering marketing, finance and administration services for regional activity it was deemed appropriate to change the basis of allocation. For comparative purposes this new allocation method was applied to last year's results. We believe that the results of this allocation change provides a fairer representation of where our resources are expended. As a result this year's 16% profit margin on our events offers a more comparable margin to other charities or event based businesses.

Overall the result is a very positive one and shows an impressive 40% increase in the funds generated by the Charity. In addition our Funds Generated as a % of Total Income has improved from 31% to 40%.

It is also worth noting that Governance costs remain less than 1p for every £1 of income generated.

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Operational Review:

It was highlighted in last year's Annual Report that the Charity underwent a major restructuring and reorganisation. The new organisation structure introduced on 1st April 2010 created more revenue generating resources and delivered greater support to the regional network. The central team is organised around channels of income and each channel had a programme of activity on which to focus plus a group of regions to manage.

The central income generating programmes are:

- Marketing and Merchandising
- Sports and Challenges (including the centrally organised Golf, Rugby and Challenge events)
- Corporate, City Club and Ambassadors (a new programme of activities concentrating mainly on those working in the City of London and the development of new corporate supporters through a series of high level industry ambassador relationships)
- Trusts, Foundations and Legacies

After such a significant re-organisation it is reassuring that all programmes achieved their objectives for the financial year. A special mention should be made of the impressive results achieved by the Corporate, City Club and Ambassador programme.

Overall the positive impact of these changes is very encouraging.

Charitable Work:

During the financial year 43 new projects were formally opened whilst £1.575 million was invested in charitable work (£955k in previous year).

Table1:

Charitable Projects Opened in FY10		
Classification	Number of Projects	% of Total Value
Capital	35	78%
Activity Aids	3	18%
Buildings	15	24%
Climbing Walls	1	6%
Playgrounds	7	15%
Sailing	2	1%
Sensory Areas	6	12%
Soft Play Rooms	1	1%
Operational	8	22%
Spoon Community Rugby	8	22%
Grand Total	43	100%

As can be seen in Table 1 over 75% of our charitable work is based on capital type projects. The projects range from indoor sensory areas to outdoor activity playgrounds and span 26 regions in the British Isles (See Table 2)

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All the projects that we opened in the financial year have been significant in their own right and the Charity is very proud of the legacy and contribution to society it is making. Since we started in 1983 we have invested a total of £16.8m in charitable projects that have benefited well in excess of 500,000 disadvantaged children in the British Isles.

Details of all the projects we have invested in can be found on our website www.woodenspoon.com however a summary of the project openings completed during the year are listed below.

Project Openings in FY10

Region	Project	Beneficiary
Bristol & Bath	Communication Suite	Culverhill School
Central	Ace	Hull FC
	Dynamite 2	Leicester Tigers RFC
	FairPlay2	RFU, Twickenham
	Onside 2	Gloucester RFC
	Onside 3	Gloucester RFC
	Re Engage	Leeds Rhinos FC
	SRU	Scottish Rugby
Chilterns	Adventure Soft Play Area	Camp Mohawk
Cumbria	Two dinghies	Blackwell Sailing
Devon	Restaurant and Training Room	Training for Life (The Dartmouth Apprentice)
	Teen Cafe	Plymouth YOS
Eastern Counties	Kitchen	Little Havens Childrens Hospice
	Play Areas	Phoenix School
Gloucestershire	Sensory Garden	St Rose's School
Guernsey	Climbing Wall	Le Murier School
Hertfordshire	Play Garden	Tracks
	Sensory Garden	Woolgrove School
Jersey	Disabled Facilities	Jersey RFC
Kent	Tag Festival 2010	Kent RFU
Manchester & Cheshire	Changing Facilities	Stockport RUFC
Middlesex	Play Area	Vernon House School
	Sensory Room	Clarendon School
Northamptonshire	Dinghy	MK Sailability
Northumberland	Sensory Garden	Hexham Priory School
Scotland	Play Area	Redhall School
	Therapy Suite	Bobath Scotland
	Well-Being Suite	Camphill School
Shropshire	Wheelchair Access Walkway	Longmynd Adventure Camp
Somerset	Changing Rooms	Selworthy School
Surrey	Family Apartment	CHASE Hospice
	Sensory Studio	St Joseph's
Sussex	Digital Activity Zone	Patcham House School
Ulster	Play & Sensory Garden	Orana Family Centre
Wales	Therapy Rooms refurbishment	Bobath Cardiff
Warwickshire	Sensory Garden	Brooke School
West Midlands	Fit out Children's Contact Suite	Home-Start
	Vocational Training Centre	Jane Lane School
Worcestershire	Extension Suite	Megan Baker House
	Play Area	Regency High School
Yorkshire	Indoor Riding Centre	Haworth RDA
	Outdoor Play Facilities	Elm Grove Children's Home
	Play Areas	The Sick Children's Trust (Leeds)

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Reserves Policy

The Charity's objective is to donate its entire surplus over the medium term, subject to maintaining reserves in accordance with good accounting and business practices.

The Council is aware of the Charity Commission's paper concerning reserves policies. The policy is reviewed on an annual basis. During the financial year we agreed changes to our reserves policy as follows:

Restricted Funds: The reserve covers all funds received by the Charity for named specific purposes that have yet to be spent.

Designated Funds: The reserve covers 6 months budgeted operating costs for the Charity for the following year and is set at £650,000.

Unrestricted Funds: The reserve represents the funds available to the Charity for investment in new charitable projects or to create additional income (Table 3 below shows the value of these reserves at the end of the financial year).

The Trustees consider the financial position of the Charity to be satisfactory.

Reserves	Group	
	FY10 £	FY09 £
Restricted Funds	393,626	208,100
Designated Funds	650,000	650,000
Unrestricted Funds	85,336	149,779
	1,128,962	1,007,879

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Outlook

Against a background of a continuing uncertain economic climate, the Trustees are monitoring the finances of the Charity very closely whilst encouraging the development of a range of new fundraising opportunities.

The Charity will continue with the new organisational structure given it has brought greater efficiency and significantly increased the surplus from the new central programmes. Greater emphasis and resource will be placed on developing the Corporate, City Club and Ambassador programmes along with the Trusts, Foundations and Legacies as the potential for accelerated growth is significant.

The Charity currently has 44 projects to the value of £1.3million that are not yet officially opened. These projects represent work in progress (WIP). We hope to open most of these projects in the current financial year. (See Table 4 below)

The new financial year has seen the further development of our Operational Projects, now branded as Game On!

The Game On! launch represents the culmination of over six months of research and development into understanding what elements of our operational work deliver the best results and what activities need to be enhanced to generate improved performance. We are looking to generate a programme of significant investment into Game On! by working with major corporates through their Corporate and Social Responsibility (CSR) activity and looking to match this funding via private foundations and trusts. Game On! is a very exciting growth area that gives the Charity the opportunity to address some key issues faced by society today.

Table 4

Projects Currently in Progress

Classification	Number of Projects
Activity Aids	4
Adventure Trails	1
Buildings	16
Caravan	1
Playgrounds	6
Sailing	3
Sensory Areas	6
Soft Play Rooms	1
Sports Activity Area	3
Game On!	3
Grand Total	44

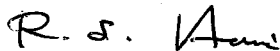
WSS Events Limited

WSS Events Limited is a company owned by the Charity to handle commercial trading activities which provide income for the Charity. This company is currently dormant.

Auditors

During FY10 the Charity competitively tendered for Auditors. PricewaterhouseCoppers LLP resigned as the Charity auditor on 23rd November 2010. Baker Tilly was appointed as Auditors in December 2010. Baker Tilly UK Audit LLP has indicated its willingness to continue in office.

By order of the Council



Steuart Howie
Chairman

DATE 19 SEPTEMBER 2011

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Statement of Council of Trustees' responsibilities

The Council of Trustees, who are also the directors of Wooden Spoon Society for the purpose of Company Law, are responsible for preparing the Report of the Council and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Council of Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 1993, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure of information to the auditor

The trustees and directors as at the date of approval of this Trustees Annual Report confirm that so far as each of them are aware :-

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

The Council of Trustees 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 legislation in other jurisdictions.

By order of the Council



Steuart Howie

Chairman

DATE 19 SEPTEMBER 2011

Wooden Spoon Society

(A company limited by guarantee and having no share capital) (Registered Number: 1847860)

Wooden Spoon Society

(A company limited by guarantee and having no share capital)

(Registered Number: 1847860)

Independent auditors' report to the trustees and members of Wooden Spoon Society

We have audited the group and parent Charity financial statements of the Wooden Spoon Society ("the financial statements) for the year ended 31 March 2011 on pages 18 to 29. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' responsibilities the trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditors under the Companies Act 2006 and section 43 of the Charities Act 1993 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2011 and of the group's incoming resources and application of resources, including its income and expenditure, 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 Companies Act 2006 and the Charities Act 1993.

Opinion on other requirement of the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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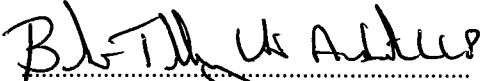
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Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 1993 requires us to report to you if, in our opinion:

- the parent Charity has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or



Mr Robert M Hamlin ASA (Senior Statutory Auditor)

For and on behalf of BAKER TILLY UK AUDIT LLP, (Statutory Auditor)

Chartered Accountants

The Clock House

140 London Road

Guildford

Surrey

GU1 1UW

11 OCTOBER 2011

Wooden Spoon Society

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Consolidated Statement of Financial Activities including Income and Expenditure account for the year ended 31 March 2011

	Unrestricted Funds	Restricted Funds	2011 Total	2010 Total
Notes	£	£	£	£
INCOMING RESOURCES				
<i>Incoming resources from generated funds</i>				
<u>Voluntary Income</u>				
- Membership and Donations	1,130,326	526,082	1,656,408	1,629,338
- Legacies	4,516	11,918	16,434	24,341
	<u>1,134,842</u>	<u>538,000</u>	<u>1,672,842</u>	<u>1,653,679</u>
<u>Activities for generating funds</u>				
Income from events etc	2,583,832	0	2,583,832	2,253,359
Investment income	7,151	0	7,151	26,566
	<u>2,590,983</u>	<u>0</u>	<u>2,590,983</u>	<u>2,279,925</u>
Total Incoming Resources	<u>3,725,825</u>	<u>538,000</u>	<u>4,263,825</u>	<u>3,933,604</u>
RESOURCES EXPENDED				
<i>Cost of generating funds</i>				
Voluntary income	1 243,166	0	243,166	290,455
Event Costs	1 2,165,114	0	2,165,114	2,251,573
Administration Costs	1 119,169	10,000	129,169	138,003
	<u>2,527,449</u>	<u>10,000</u>	<u>2,537,449</u>	<u>2,680,031</u>
<i>Governance Costs</i>	1 30,626	0	30,626	39,426
	<u>2,558,075</u>	<u>10,000</u>	<u>2,568,075</u>	<u>2,719,457</u>
<i>Charitable activities</i>	1 1,176,622	398,045	1,574,667	954,893
Total Resources expended	<u>3,734,697</u>	<u>408,045</u>	<u>4,142,742</u>	<u>3,674,350</u>
Net incoming/(Outgoing) resources before Transfers	<u>(8,872)</u>	<u>129,955</u>	<u>121,083</u>	<u>259,254</u>
Transfers between Funds	(55,571)	55,571	0	0
Net Movement in Funds	<u>(64,443)</u>	<u>185,526</u>	<u>121,083</u>	<u>259,254</u>
Accumulated funds brought forward 1 April 2010	799,779	208,100	1,007,879	748,625
Accumulated funds carried forward at 31 March 2011	<u>735,336</u>	<u>393,626</u>	<u>1,128,962</u>	<u>1,007,879</u>

The results are all derived from continuing activities.

The group has no recognised gains and losses other than those passing through the consolidated statement of financial activities and therefore no separate statement of total recognised gains and losses has been presented.

There is no difference between net incoming resources for the years shown above and their historical cost equivalents.

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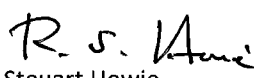
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Consolidated & Charity Balance Sheets

	Notes	Group		Society	
		2011	2010	2011	2010
		£	£	£	£
FIXED ASSETS					
Tangible Assets	7	1,701	9,873	1,701	9,873
Investment	8	0	0	2	2
		<u>1,701</u>	<u>9,873</u>	<u>1,703</u>	<u>9,875</u>
CURRENT ASSETS					
Stocks	9	42,304	32,106	42,304	32,106
Debtors	10	214,244	372,032	214,244	372,032
Cash at Bank and in hand		2,240,621	1,588,100	2,240,619	1,588,098
		<u>2,497,169</u>	<u>1,992,238</u>	<u>2,497,167</u>	<u>1,992,236</u>
Creditors	11	(1,369,908)	(994,232)	(1,369,908)	(994,232)
Net Current Assets		<u>1,127,261</u>	<u>998,006</u>	<u>1,127,259</u>	<u>998,004</u>
Net Assets		<u><u>1,128,962</u></u>	<u><u>1,007,879</u></u>	<u><u>1,128,962</u></u>	<u><u>1,007,879</u></u>
Reserves					
Restricted Funds	13	393,626	208,100	393,626	208,100
Designated Funds	14	650,000	650,000	650,000	650,000
Unrestricted Funds	14	85,336	149,779	85,336	149,779
		<u>1,128,962</u>	<u>1,007,879</u>	<u>1,128,962</u>	<u>1,007,879</u>

The financial statements on pages 18 to 29 were approved by the Council on 19th September 2011 and were signed on its behalf by:


Stuart Howie
Chairman


Mike Wisdom

Wooden Spoon Society

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Principal accounting policies

The financial statements have been prepared in accordance with the Companies Acts 1985- 2006; United Kingdom generally accepted accounting practice; the Charity (Accounts and Reports) Regulations 2008; the Statement of Recommended Practice - Accounting and Reporting by Charities (SORP 2005) issued in March 2005, and the Charities Act 1993 and applicable provisions of the Charities Act 2006, the Charities and Trustee Investment (Scotland) Act 2005.

Basis of accounting

The financial statements have been prepared in accordance with the historical cost convention and, other than in respect of donations and legacies, on a receivable basis.

Basis of consolidation

The consolidated statement of financial activities and the consolidated balance sheet include the financial statements of the Charity and its subsidiary undertaking made up to 31 March 2011. Intra-group transactions are eliminated on consolidation. The results, assets and liabilities of the subsidiary undertaking are combined with those of the Charity in the results of the group on a line by line basis.

Income

Income comprises membership, donations, income receivable from events organised during the year and interest receivable. Donations are recognised when received and comprise amounts received which are not connected to fundraising events. Legacies are recognised when the income is received. All other income is accounted for on a receivable basis. Income principally arises within the United Kingdom. Related gift aid is recognised when a claim is submitted.

Resources expended

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Costs have been attributed to one of the financial categories of resources expended in the Consolidated Statement of Financial Activities. (SOFA).

Charitable Activities

Charitable activities comprise grants and donations paid or unconditionally committed to charitable projects. Committed Charitable Expenditure shown in note 11 represents the total value of the charitable projects for which approval has been granted. Payment of the funds is contingent on satisfactory specific performance. When grant applications are informed of approval of their application the Charity recognises a liability for the amount approved.

Fundraising and costs of generating voluntary income

Fundraising and costs of generating voluntary income include the expenses of fundraising events, promotional activities, staff and other costs directly involved in this activity.

Governance costs

Governance costs relate to the compliance with constitutional and statutory requirements.

Apportionment of costs

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Where costs cannot be directly attributed to a particular heading, they have been apportioned to each functional category of resources expended. The allocation is based on several criteria including time spend.

Restatement of Comparatives

The Charity has changed the allocation of Resources Expended in order to better explain the work of the Charity. The results for 2010 in this area have been restated to reflect the change in accounting.

Pension contributions

Pension contributions are made to either the employees company arranged stakeholder scheme or the staff members own pension scheme.

Operating leases

Operating lease rentals are charged in the year to which they relate.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided so as to write off the cost of tangible fixed assets, less their estimated residual values, on a straight line basis over the expected useful economic lives of the assets concerned. The annual rates used for this purpose are:

Equipment	33 1/3%
Computer equipment	33 1/3%

Assets costing less than £500 are not capitalised.

Stocks

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

Unrestricted funds

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the Council in furtherance of the objectives of the Charity.

Designated funds

The designated funds represents six months of working capital to cover the cost of central functions should the revenue streams prove inconsistent to the business plan. The Trustees review this policy annually taking into account the prevailing economic conditions.

Restricted Funds

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

Financial Reporting Standard 8

The company has relied on the exemption in FRS 8 from disclosing transactions with its subsidiary company.

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Cash flow statement

The company has taken advantage of the exemptions for small-sized companies set out in FRS 1 (Revised) not to prepare a cash flow.

Irrecoverable VAT

All irrecoverable VAT on revenue costs is charged to the statement of financial activities.

Donated Goods and Services

Donations in kind represent the estimated cost of services donated to the Charity. These amounts are included in incoming resources and as costs in the appropriate expenditure category.

Donations in kind of time and services given to the Charity by all volunteers are of great value however, we are unable to calculate the value with reasonable certainty. No amounts have been included in these accounts in respect of the contributions made by volunteers.

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Notes to Accounts

1. RESOURCES EXPENDED

Detailed below are shown the breakdown of the Resources expended by the Charity. Further breakdown of the staff and support costs are detailed in the subsequent pages.

RESOURCES EXPENDED	Staff	Support	Other	Total	Total
<i>Cost of Generating Funds</i>	Note 2	Note 3		2011	2010
	£	£	£	£	£
Voluntary Income	104,524	27,348	111,294	243,166	290,455
Events Costs	441,802	333,405	1,389,907	2,165,114	2,251,573
Administration Costs	49,694	79,475	0	129,169	138,003
	596,020	440,228	1,501,201	2,537,449	2,680,031
<i>Governance Costs</i>	Note 4				
	1,911	28,715	0	30,626	39,426
	597,931	468,943	1,501,201	2,568,075	2,719,457
<i>Charitable activities</i>	80,914	22,522	1,471,231	1,574,667	954,893
TOTAL RESOURCES EXPENDED	678,845	491,465	2,972,432	4,142,742	3,674,350

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2. STAFF COSTS	2011	2010
	£	£
Salaries	555,772	565,533
Social Security Costs	59,829	68,132
Pension Costs	33,566	19,523
Other Benefits	29,678	12,000
Restructuring Costs	0	105,000
	678,845	770,188

The average number of people employed by the Charity during the year was as follows (excluding Trustees).

	2011	2010
Charitable Activities	2	1
Events and Fundraising Activities	13	11
Administration and Governance	3	3
	18	15

Full time equivalent

	2011	2010
Charitable Activities	1.6	0.5
Events and Fundraising Activities	11	11
Administration and Governance	2.5	3.5
	15.1	15

Higher paid employees received emoluments during the year in the following bands

	2011	2010
£60,001 to £70,000	0	1
£70,001 to £80,000	0	0
£80,001 to £90,000	1	0
£90,001 to £100,000	0	1

No Council member received any emoluments during the year ended 31 March 2011. During the year, expenses totalling £6,240 were incurred by three Trustees (2010: £12,400 by four Trustees) which mainly relates to travel.

The numbers of staff employed by the Charity together with the salary bands of the higher paid individuals are shown above. A major reorganisation took place in the previous financial year where a cost of £105,000 was incurred which has not been repeated this year.

Incentive schemes have been introduced for most staff and payment of the incentives this year are based upon performance achieved by the Charity overall. The costs of £31,626 are included in Salaries. (2010: Nil).

The Charity instigated the payment to all staff of an allowance to provide a level of medical care chosen by the member of staff; the costs of £7,621 are included in Other Benefits. (2010: Nil)

The Charity provides a contribution the pension schemes of all staff. In the current financial year £33,566 has been paid (2010: £19,253). During the previous financial year five staff benefitted from contributions to their pension scheme.

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3. SUPPORT COSTS	2011	2010
	£	£
Rent, Repairs and Maintenance	57,697	41,965
Office Costs	71,542	71,215
Communications	131,884	152,049
Operational Expenses	71,634	103,249
Depreciation	8,172	13,649
Professional Fees	22,388	21,122
Other Support Costs	128,148	56,710
	<u>491,465</u>	<u>459,959</u>

Support Costs incurred in the operation of the Charity are detailed above. These costs are apportioned to each category of resources expended. The apportionment is based on the people/time committed to delivering the income related to these categories. The increase in Other Support Costs principally relate to the bi annual conference and the provision for relocation costs. The allocation is shown in Resources Expended above.

4. GOVERNANCE COSTS	2011	2010
	£	£
Auditors - Fees	15,265	14,582
Legal and Professional	7,210	12,444
Trustee Travel Expenses	6,240	12,400
Staff Costs	1,911	0
	<u>30,626</u>	<u>39,426</u>

5. NET INCOMING/(OUTGOING) RESOURCES	2011	2010
	£	£
The net incoming /(outgoing) resources for the year after charging:		
Depreciation for the year - owned assets	8,172	13,649
Auditors Remuneration	15,265	13,000
Operating Leases rental - Land and Buildings	37,000	37,000

WSS Events Ltd was dormant throughout the year ended 31 March 2011 and no audit fee is being incurred. The Auditors Remuneration for 2010 above of £13,000 is the charge relating to the Society only. The charge for WSS Events Ltd in 2010 was £1,582 and was charged to the Society.

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7. TANGIBLE FIXED ASSETS

	Equipment	Computer equipment	Total
	£	£	£
Group and Charity			
Cost			
At 1st April 2010	31,267	59,692	90,959
Disposals in year	0	0	0
Additions in the year	0	0	0
At 31st March 2011	<u>31,267</u>	<u>59,692</u>	<u>90,959</u>
Accumulated depreciation			
At 1st April 2010	30,981	50,105	81,086
Disposals in year	0	0	0
Charge for the year	138	8,034	8,172
at 31st March 2011	<u>31,119</u>	<u>58,139</u>	<u>89,258</u>
Net book values			
At 31st March 2011	<u>148</u>	<u>1,553</u>	<u>1,701</u>
At 31st March 2010	<u>286</u>	<u>9,587</u>	<u>9,873</u>

8. FIXED ASSET INVESTMENTS

Charity

The Society has an investment of £2 being the share capital of WSS Events Ltd. The investment represents 100 percent of the ordinary share capital of WSS Events Limited (a company registered in England and Wales) comprising two ordinary shares of £1 each. WSS Events Ltd has ceased to trade with effect from 31 March 2010 and is now a dormant company. No financial information is provided as the company is now dormant.

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9. STOCKS

Group and Charity

	2011	2010
	£	£
Merchandise for resale	42,304	32,106

10. DEBTORS

	Group		Charity	
	2011	2010	2011	2010
	£	£	£	£
Trade Debtors	35,370	129,673	35,370	129,673
Prepayment (Events)	156,309	219,177	156,309	219,177
Prepayment (Central)	22,565	23,182	22,565	23,182
	<u>214,244</u>	<u>372,032</u>	<u>214,244</u>	<u>372,032</u>

11. CREDITORS

	Group		Charity	
	2011	2010	2011	2010
	£	£	£	£
Trade Creditors	64,040	97,777	64,040	97,777
Social Security and Taxes	18,440	22,008	18,440	22,008
Accruals (Central)	111,311	34,188	111,311	34,188
Committed Charitable Expenditure	936,030	653,000	936,030	653,000
Deferred Income	240,087	187,259	240,087	187,259
	<u>1,369,908</u>	<u>994,232</u>	<u>1,369,908</u>	<u>994,232</u>

12. DEFERRED INCOME

Group and Charity

	£	£
At 1st April 2010		187,259
Amount Received in year	240,087	
Income utilised in year	(187,259)	
		<u>52,828</u>
At 31st March 2011		<u>240,087</u>

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