



PLAYSKILL

TRUSTEES REPORT AND UNAUDITED ACCOUNTS

FOR THE YEAR ENDED 31st DECEMBER 2019

2019 – Stronger for the future

Charity Registration No 1122745



Founder and Director, Andrea Clarke MBE and Playskill supporter Peter Taylor elected Mayor of Watford.

PLAYSKILL

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Parents and Carers work with Speech and Language Therapists on their children's communication skills during a Watford group.

PLAYSKILL

Legal & Administrative Information

Trustees	S Soloway [Chair] N Parish [Appointed Vice Chair Jan 2019] J Cansdale P Corden [elected at AGM 2019] C Kohnhorst C Neale C Paskin [resigned Dec 2019] C Raby L Sharpe [Secretary] A York [elected April 2019]
Charity number	1122745
Principal address	Sheraton House Lower Road Chorleywood Herts WD3 5LH
Postal Address	Le Marie Centre 524 St. Albans Road Watford Herts WD24 7RX
Independent examiner	Freeman Baker Associates The Old Church 48 Verulam Road St Albans Hertfordshire AL3 4DH
Bankers	Barclays Bank plc Croydon 2 Leicestershire LE87 2BB The Co-operative Bank Skelmersdale WN8 6WT

PLAYSKILL

CHAIRMAN OF TRUSTEES' AND DIRECTOR'S REPORT FOR THE YEAR ENDED 31st DECEMBER 2019

Objectives, Policies, and Activities

The Trustees present their report and accounts for the year ended 31st December 2019.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's constitution, the Charities Act 2011 and 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) (effective 1 January 2015).

Structure

The Charity was established by a charitable trust deed on 12th February 2008.

Independent Examiner

The Trustees appointed Freeman Baker Associates to review Playskill's financial statements and we thank them for their helpful comments during the execution of their duties.

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit.

The main objectives of Playskill as laid out in the Constitution are:

- 1) To promote and protect the physical and mental health of children and young people in the United Kingdom with physical difficulties / disabilities through the provision of support, education and practical advice.
- 2) To advance in life and help children and young people with physical difficulties / disabilities through:
 - a) The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life and the life of their families;
 - b) Providing support and activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.
- 3) To advance the education and support of carers and siblings of children and young people with physical difficulties / disabilities and of the general public and other relevant professional staff in all areas relating to the well-being of children and young people with physical difficulties / disabilities and of their families.

Treatment Free of Charge

Playskill provides its services free of charge to children with special needs aged 1 to 5 years at the point of need, irrespective of colour, race, gender or creed.

Reserves policy

Playskill is totally reliant on charitable funding thus ideally, unrestricted reserves of at least six months operating costs are held to allow for the necessary lead in time to securing funding and planning for future expansion. We have operated comfortably within this limit.



The new Playskill van, kindly donated by the West Herts Charity Trust

2019 REPORT FROM THE CHAIR OF TRUSTEES

1. A SUMMARY

2019 was a very successful year which strengthened us for the future,

From the beginning PLAYSKILL has been built on the strong foundations of high quality Charity governance, Financial management, delivering the highest standards of Treatment, and social integrity.

I am pleased to report that the magnificent PLAYSKILL team produced another very successful year in 2019.

- 6 Groups operated throughout the year.
- Smart objectives set for each Child the targets set were exceeded.
- A strengthened Fundraising Team established
- Total Fundraising Income from all sources was £362k a huge increase of £147k over 2018.
- Total reserves increased from £136k to £230k of which 6% were Restricted Funds

2. FINANCIAL

At the end of 2018 PLAYSKILL was in good financial health, however it was clear that by the end 2019 we needed to be even stronger. We had to plan for the possibility that our major Grants (National Lottery & Children in Need) which both finish at the end of 2020 might not be renewed.

Out of the options we decided to take a calculated risk and increase our investment in Fundraising. I am pleased to report that the strategy worked. We set the super ambitious target

to achieve an increase of £115k, this required more doubling our income of the previous year which represented a very large increase on the year before.

I am pleased to report that our magnificent team overachieved this seemingly impossible target. Fundraising in 2019 was £147k which in itself was higher than in 2018.

Andrea and her team managed costs within Budget which resulted in an operating surplus for the year of £94k.

During the year, we completed a full review of the accuracy of the categorisations of our reserves. No significant changes to our database were required.

With 6 Treatment Groups, we now provide PLAYSKILL treatment and support free of charge to a total of 48 Children and their Parents/Carers per term.

We are consistently over-subscribed and although the demand is clear, it is our Policy that new groups will only be opened when we are confident that we can operate them to the same standards of excellence achieved in the current groups. It was part of our 5-year Strategy that no new groups would open in 2019 as we strengthened our operational infrastructure to provide a firm foundation for the further expansion planned for 2021 and beyond.

Our strategic plan is reviewed each year however due to the uncertainties surrounding Covid19, the Trustees and Management team agree that it is sensible to put our plans for 2021 expansion "on hold". Our priority is to be confident that we can maintain the Operational and Financial standards of the 6 existing Groups.

3. PERFORMANCE FACTS

In the 13 years since opening:

- PLAYSKILL has grown from 1 to 6 Groups, Dome the 6th opened in 2018
- The number of Children who have received Treatment: 430
- **Amount the Parents have paid for the Treatment: Nil**
- Average %age achieved against the SMART Targets set: 89%
- The total cost of the treatment delivered: £1168k
- Number of Volunteers who have given their services: 55 in 2019
- Number of Parent Training & Social support groups run out of "hours": 223
- Amount of money raised from Private Donations: £502k
- Amount of money raised from major Grants: £858k
- Number of significant awards received: 5
- Reserves at end of 2019: [Total Restricted & Unrestricted] £230k

4. FUNDING & FUNDRAISING

A Strategy was agreed which was designed to provide us with the maximum income from new sources to protect our income in 2019, 2020 and beyond.

What did we do?

1. Define and designate the appropriate internal and external resources to prepare the very best renewal applications for our Major Grants as possible, we expect that the applications would need to be submitted by end 2019 / early 2020.

2. A target was set that by the end of 2019 we would achieve a very ambitious increase in Private Fund Raising.
3. To achieve this, we increased the resources allocated to Fundraising by over 3 times. We appointed Niki Michael as Head of the Fundraising team. Our team now consists of four experienced part-time fundraisers who each have expertise in the different sectors we have targeted.

The large Grant provider's application protocols are rightly very demanding. Preparing applications for these 5 and 3 year grants is very onerous and time demanding.

We have worked hard to develop relationships of mutual confidence with both, they demand high performance standards and PLAYSKILL has consistently delivered. To us this seems to be exactly as it should be. The years have flown and at the end of 2019 we have just one year remaining on our 5 year £450,000 Big Lottery Grant and similarly on our 3 year Grant from Children in Need which is funding the Garston group (currently in its second year).

We deeply appreciate the funding we receive from our large Grant Providers such as Big Lottery, Children in Need, and now the Garfield Weston Foundation - now and in the future. We need to feel confident going forward that we have secured alternative sources of income which will fund our treatment and support so that it can remain free of charge.

It is the Charity's strategy to reduce our dependence on Grants from these large National Charity donors which is why the Board agreed the significant increase in resources in 2019.

Our Parents and Volunteers give valuable support to our Fund Raising and as in previous years during 2019 they staged some excellent activities, quiz nights, golf days, challenge events, our 'Wear it Red' awareness and fundraising day, and our end of term children's obstacle course. These pulled us together socially, raised money and were a lot of fun. They raised an incredible £10,000 and we thank them all for their efforts.

There have been so many who have supported our Fundraising this year. To the many individuals and organisations who have made generous donations – Thank You.



Playskill Watford AM group – Communication time led by a Speech & Language Therapist



Playskill Hemel PM advance group – Communication time led by a Speech & Language Therapist

5. Improving Governance, Management and Performance

At the end of 2018 we agreed our improvement projects for 2019. These consisted of the rollover of the 2018 building effectiveness which required completion. Our new projects to achieve improvement in areas identified by ourselves and certain external agencies with whom we work.

At the start of this year we formed project teams who were tasked with finding and implementing solutions to each. The following sets out the projects, action taken, and outcomes achieved.

THE STRATEGIC PLAN:

Produce a clear Strategic Plan for the future of Playskill which describes our ambition and direction for the future.

OUTCOME: Working on the Plan was a good process there was much discussion, heated argument and emotion but eventually a final version was agreed and signed off by the Board of Trustees.

These are the key points:

1. Private fundraising: During years 1-2 we will significantly increase our resources, expertise and targets with the objective of increasing Reserves to provide a safety net which will protect the Charity in the event of not securing renewal of the Big Lottery and/or Children in Need grants.
2. We plan to improve the effectiveness of the Trustees by training and having clear definitions of their responsibilities.
3. We plan to increase the Trustee team by two.
4. We will keep Treatment up-to-date and be an early adopter of relevant progress in Medical Science and Technology.

5. We will develop the Deputy Director role so that in time she will become Co-Director alongside Andrea.
6. Our Treatment services will remain free to the users.
7. We will continue to provide and improve the support which we give to our parents and their families.
8. We will not use Franchising as a development/expansion route.
9. We will not use a Merger as a development/expansion route.
10. We see benefit in and will actively progress discussions for a Long-Term Funder.
11. We will need to find a new location in Watford when the Le Marie Centre is redeveloped.

IMPROVING THE PLAYSkill EXPERIENCE:

- 1) Pre-school children with physical difficulties or disabilities will have improved gross and fine-motor and communication skills for life.

OUTCOME: 70% targets achieved as a minimum in each group each year, reviewed termly. Exceeded target in all groups, every term this year. 70% is used to highlight the possibility of an underlying problem These results pay credit to the experience and skill of our assessment team in setting achievable stretch targets.

- 2) Each child has had a termly report to illustrate their progress and their potential.

OUTCOME: We have exceeded our target.

- 3) At the end of the project there will be significant life changing skills achieved by pre-school children with physical difficulties

For our National Lottery groups 150 children will be reviewed by the end of the project in Hemel and Watford locations. So far 117 have been seen.

- 4) Families with children with physical difficulties will secure a place at Playskill within 3 months of enquiry.

OUTCOME – this has been achieved in 2019 by the opening of our Dome group in September 2018.

- 5) Families able to discuss with a Parent Support Worker their difficulties with finding or accessing help with other community services.

OUTCOME: We have over 30 formal interventions by parent support this year. There has been more regular parent support in the groups as well as one-on-one support. The number of pre-booked one-on-one meetings has increased this year. Some parents are now self-supporting after 2 years of parent support. We have experienced some very complex cases which have been very time consuming, as they involve multiple services/individuals This increased demand requires increased resources and have decided to employ an additional Parent Support worker for 2020.

- 6) Families will have attended parents breakfast training events with speakers from the community Target: 100 new parents/ carers will attend parents breakfast events over 5 years (2016-2020).

OUTCOME: Target was exceeded, with 136 parents/carers attending breakfast/morning training events.

Number of new parents attending training events:

2019	21
2018	30
2017	31
2016	<u>54</u>
Total	136

New family attendance is lower because there are slightly fewer new families in 2019. Demand has changed and we now offer a greater proportion of evening training sessions, which has the benefit of being longer and allows more content.

- 7) We target that 30 parents or carers will attend evening training events led by Therapists to increase their knowledge and empower them to act on their own.

OUTCOME: The target had been exceeded 3 times over, 97 parents/carers attended our evening training sessions.

- 8) Use evaluation of training and parents' breakfasts to improve the training programme topics. Target that 60 evaluations will be collected...

OUTCOME: Target was exceeded, 158 training evaluations were received, this is a reflection of the significant amount of parent training that has occurred.

TO STRENGTHEN THE BOARD OF TRUSTEES IMPROVING RECRUITMENT AND TRAINING.

We are careful in our recruitment of new Trustees and have strengthened our step-by step structured approach taking time to ensure that there is a good fit of:

- [a] Commitment
- [b] Skills and experience
- [c] Human understanding
- [d] Empathy and understanding of the needs of our Children and their Parents

An annual Trustees' away-day is part of our routine Trustee development programme and this year we welcomed a well-known Professional Charity consultant who led us through a programme focussed on Charity Governance. We are grateful to HCF (Hertfordshire Community Foundation) who funded the event under the umbrella of their Building Effectiveness programme.

The Away-Day was both productive, enjoyable and good for Team-Building. The action points were:

- Changing our charity structure to a Charitable Incorporated Organisation (CIO) which will bring legal benefits.
- Improving efficiency at Board meetings – working smarter and more practically.
- To tighten the definition and categorisation of Restricted and Unrestricted Funds.

5. PARENT SUPPORT AND INVOLVEMENT

We maintain very close and open communication with our Parents they help us improve what we do. There is a very clear and direct path from Parents to Management and Trustees. Parent meetings are held on a regular basis; they elect Representatives who attend selected Board Meetings to contribute to all aspects of the Charity.

We ask for feedback after every group and training event, and at the end of each term we ask them to complete our survey on the relevance, effectiveness, support, achievement of their child's smart targets, and ideas for improvement. This is summarised in a termly report for each group which gives us valuable feedback on the effectiveness of our Training and Support programmes

What have they said this year?

Parents tell us that Playskill provides vital support to their child and the entire family unit which is just not available elsewhere.

"We get all of our information from Playskill and would be far behind without their support"

"Playskill is a wonderful support for my son and therefore my extended family. A very safe place, which is uncommon. The multiple experiences of both therapists and parents as well as visitors is invaluable. We would have been lost without the Playskill team"

This year, the newly appointed Volunteer Co-ordinator, a post which has been funded by the Big Lottery, has strengthened communication between the Trustee Council and parents. The Co-ordinator meets with parents at group sessions to gather feedback for leadership to enable swift reaction to opportunities or concerns.

Playskill is committed to doubling Parent Support in 2020, and in the Autumn term of 2019 we introduced the new role of Parent Support Worker. The intention is to advise parents what is available and where they can find the support they need from the health, social care and education authorities

Our Parent Support Officer says

"How can they access services when they don't know they even exist"

She helps families navigate through the social and healthcare authorities, in six months during 2019, 250-300 emails were sent between our Parent Support Officer, parents and professionals to Hertfordshire County Council officers for just ONE of our 48 families.

She says "Every parent's case is like a Jack in the Box. You don't know what's inside, but you know it will jump out and grab you and often for all the wrong reasons"

One of our Parent Support workers sits on the **Hertfordshire Parent Carer Forum** and through this we have been linking with **Hertfordshire County Council** over its policies for children with special needs. She was also invited to take a seat on the **Herts Early Years Strategy Group** which influences local policy.

We have developed strong links to the national legal charity **SOS!SEN**, which has enabled us access to free legal training which we use to support our parents.

Running more events in our Parents Training programme is part of our Strategy to increase Parent support. This year we increased the number from 14 to 27.

The events held were:

TRAINING:

- 15 Parental 2 hour evening training sessions
- 9 Breakfast parent events
- 2 Drop-in clinics for advice and support on how to navigate the SEND world
- 1 Training event on a Saturday

SOCIAL:

- 2 sailing events for Dads with Siblings
- 1 Canal Boat trip and BBQ for Siblings and Dads
- An accessible canal boat trip for Playskill graduates with families.
- 1 Stay & Play morning at Soul Survivor, Watford.
- 1 Night out with Dinner for Dads [Thanks to funding provided by the Greggs Foundation]
- 1 Night out with Dinner for Mums.
- 1 Go-Karting social evening for parents and older siblings' event [Thanks to funding provided by Skipton Building Society Charitable Foundation]
- 6 End of term family parties to celebrate their children's achievements. At the Christmas party the children received gifts [Thanks for the donations from the Fence Club, a toy trades charity.]

The Dads said "... it was a great chance to meet other dads and hear about their children and the similarities and differences to our own experiences. The exchange of advice was really useful. The food was also very good! I really appreciate all that Playskill does for my son!"

6. LE MARIE CENTRE AND WOODFIELD

As the year progressed, we received more information on Watford Borough Council's plans for the Lemarie Centre. It became clear that their intention was to re-develop the site and re-locate the Charitable organisations who currently use the facilities. They have identified a new location in Watford which seems very suitable and have undertaken to fully consult about layout and facilities with Mencap and Playskill who will be the principal users. They have guaranteed that there will be a smooth transition with no interruption to the provision of services. The arrival and uncertainties of Covid will very likely put their plans and timetable on hold, very understandable but it means that at the moment we do not have a firm timetable.

Our thanks go to Watford Borough Council who have been determined to provide new premises which meet our requirements for now and in the future.

Our partnership working with Woodfield School has continued through 2019 with Playskill Hemel working from the area now alongside the enterprise café, which parents are using throughout the day encouraging the Woodfield pupils in learning skills for work within the café as an additional benefit all round. We continue to use the sensory room and soft play facilities within the school. Our thanks go to Gill and all the team at Woodfield for supporting this work, which encourages very successful transitions for children requiring their specialist facilities when they leave Playskill.

7. PLAYSKILL WITHIN THE COMMUNITY

PLAYSKILL is an integral part of WATFORD and HERTFORDSHIRE, we assist the Community, and they assist us. We believe it is important to build and nurture these relationships and in 2019 we have all worked hard to strengthen existing relationships and developed new links with Funders, Stakeholders, and local support organisations.

Peter Taylor, the current elected Mayor of Watford is a terrific advocate, and we appreciate and thank him and Watford Borough Council for the support he has given us since taking up office, in particular during the current Covid pandemic.

The previous Mayor of Watford **Councillor Rabi Martins** is also a Playskill supporter and we were delighted to welcome him at the Easter Reunion party. He also learned more about us when he visited the Le Marie Centre and watched a play therapy session in action.

We welcomed 2 managers of the **NISA** "Making A Difference Locally" team who presented us with a cheque for £56,000 which was hugely appreciated.

Dame Joyce Plotnikoff, a Deputy Lieutenant for Hertfordshire, visited us to watch a Group in action and was so inspired that she brought her husband, **Dr Richard Woolfson**, also a Deputy Lieutenant to attend our AGM.

The Lord Lieutenant of Hertfordshire **Robert Voss OBE** is an enthusiastic supporter and a frequent visitor, after a visit he wrote in the Loudwater Resident's Association newsletter

"After the session I got to speak to a number of mums who all expressed their heartfelt thanks for Playskill, and I am pleased that I have been able to revisit several times since. It is an inspiring place led by inspirational people. I was very struck by the sense of community that Playskill creates and the positive, encouraging, safe environment it provides. The stories that parents share on their website are a great testament to the life-long difference their team make to these young lives. A really wonderful charity!"



Our Parents and Children were thrilled when **Sarah Beazley** High Sheriff of Hertfordshire joined our Christmas Party celebrations wearing the Sheriff's traditional uniform topped with an elegant, feathered hat.

We had to remind some of our Children that this was not Father Christmas who was waiting to greet them in our Grotto.

Will Hobhouse, the former High Sheriff of Hertfordshire continues to show his support to Playskill through his leadership of the HCF's Building Effectiveness programme.

Chris Luff, C E O of the Watford and West Herts Chamber of Commerce and local businessman and philanthropist, was our business mentor through the process, has become an active supporter. We thank him for his guidance.

We collaborated in a research study led by **Kirsten Presten**, from the University of Oxford. Her research on ‘The Impact on parental wellbeing of play-based groups for children with cerebral palsy’ is very relevant to Playskill, the full write up of this will be released in a year’s time.

8. MANAGEMENT OF RISK

We completed a formal organisational risk assessment as a requirement of good Governance. The review resulted in the creation of a back-up system in line with both Data Protection and GDPR. We also reduced the risks on our supporter information by using *Donorfy*. Risk assessment is a thorough, detailed and time-consuming task and it involves a lot of time, resources and discussion.

9. VOLUNTEERS

We are also so grateful to the incredible **Playskill Volunteers** who are passionately supporting our administrative function behind the scenes and who are the backbone to our play therapy groups. During this year we benefited from the 55 volunteers who helped us set up and down, provide refreshments, support parents and siblings, share interpreting skills and run our successful toy library.

10. OUR IMPACT

Our Parents/Carers are the best people to express the impact PLAYSKILL has made on them and the lives of their families.

Much of our treatment is carried out working in Groups of children and parent/carer. The result is that all celebrate the achievements of every child. We use play as the environment for the development of fine/gross motor and communication skills.

Our Parents are generous in praising the difference PLAYSKILL has made. These are typical quotes from this year.

“I’ve learned new skills to help my son and also watching him change since coming is just amazing.”

Garston parent

“The workshops are fantastic and have really appreciated the friendships forged through the Groups & Socials”

Dome parent

“She is way beyond what even the health workers involved in her care imagined. Since attending PLAYSKILL she has developed so much to the amazement of everyone”

Hemel parent

Parents continually tell us that their Child is now doing things that they had been told were never going to happen. It is clear that the PLAYSKILL approach works.



Physiotherapist working with a parent at the Garston group on how to position her child in standing, with Speech & Language Therapist teaching communication skills using a communication device. Parent teaching and support is integral to Playskill's ethos in groups and in training sessions for parents.

11. OPERATIONAL STRENGTH

The Strategy of the Board of Trustees is that PLAYSKILL will continue to grow to bring the benefits of our Treatment and Support programme to a wider market. This requires a strengthened operational infrastructure to ensure that we operate to the highest standards of Governance, operational and fiscal control.

This year we have been consolidating the work started last year. The Deputy Director has grown into the role and the teams recruited to strengthen the areas of I.T., Admin, Finance, Parent Support, and H.R. have settled in well and the operational benefits are apparent. More work is required but good progress was made in 2019

12. INTEGRITY

PLAYSKILL has always been very conscious of the importance of operating to the Charities Commission Governance guidelines. The Trustees continually review our compliance with PQASSO level 1 guidelines and up-date our Policies regularly to keep us compliant.

There is a clear written set of "Authorities", guidelines which specifies levels of expenditure and the approvals required before that expenditure can be made. Managers and Trustees are required to obtain the necessary approvals before Revenue & Capital expenditure is incurred.

13. TRUSTEES

The PLAYSKILL Board of Trustees operates to 13 clearly defined Portfolios, each Trustee is asked to assume responsibility for the oversight of their nominated portfolios which are related to their particular skill set. At Trustee meetings they are expected to be the lead spokesperson when their areas are under discussion.

Taking on the responsibilities of a Trustee for any Charity requires real commitment and dedication together with a significant amount of time and effort. They also need to acquire knowledge of our operation and the development plans for the Charity. In this busy world finding people who have the relevant experience, and time available to cope with the demands of the Charity and their lives is not easy.

We are delighted to welcome two new Trustees Andrew York and Phil Corden who were elected during the year and bring to us the benefit of their broad Corporate management experience in the areas of Finance, Investment, and Mergers and Acquisitions.



James Dove, from the National Lottery Community Fund, meets the team and children at one of our Hemel groups.

Trustees who simply attend Board meetings is not the PLAYSKILL style. We ask them to understand what we do, and that our Children and Parents as real people not just statistics They often visit our Treatment Centres and chat with our Children and their Parents to better understand their problems and requirements and where and how PLAYSKILL could do better

We are actively looking for new Trustees to add to the skill and experience of our governing body. We appreciate and value the benefit that new pairs of eyes, skills and experience bring to the team.

PLAYSKILL is fortunate and benefits from the experience and contribution of its team of hard working and dedicated Trustees. They have made a tremendous contribution to the success of the Charity.

My personal thanks go to all of the Trustees for their commitment, support, enthusiasm, and wisdom.

To our Director Andrea, her deputy and all of the Management team, I thank you for your continued dedication and professionalism.

The Trustee's, Parents and Children salute you for rising to the challenge of Covid 19, keeping PLAYSKILL functioning. We applaud you for displaying such imagination and courage as you found ways of doing things which would have been seen as impossible only 12 months ago.

14. PLAYSKILL: MANAGEMENT & GOVERNANCE

EXECUTIVE TEAM

PLAYSKILL

Andrea Clarke M.B.E. M.C.S.P. B.Phys (Hons) : Director

Andrea began work as a qualified physiotherapist for the NHS in 1994 and specialised in paediatrics in 1996. She achieved a senior level in the NHS and in 2001 became a private practitioner and worked as a consultant for Whizz-Kidz. In 2004 she became the lead consultant physiotherapist for the PACE centre in Aylesbury and worked there until February 2009. Andrea established the Playskill pilot project in 2006, she worked for the NHS leading transitions work with physically disabled teenagers until March 2016 when she resigned to develop Playskill. She was awarded an MBE in the Queen's Birthday Honours List in June 2018 for her work in developing PLAYSKILL and received her medal from Prince William at Buckingham Palace in November 2018. She continues her work as a private practitioner.

Helen Brind: Deputy Director:

The growth of PLAYSKILL and the need to provide cover for the Director was recognised by the Trustee's and a Deputy Director was appointed in 2017. She has been a physiotherapist for 26 years and worked in the field of neurology since 1997. She began working at Pace school as a paediatric physiotherapist in 2001 and undertook many courses focusing on children with sensory motor challenges including the paediatric Bobath course. After 12 years she joined Playskill initially as a physiotherapist and then also as Deputy Director. Helen has now worked for Playskill for over 3 years and thoroughly enjoys meeting and working with the parents and children at PLAYSKILL.

GOVERNANCE: BOARD OF TRUSTEES**Stuart Soloway – Chair**

PORTFOLIO: Fund-Raising, Marketing, Long term plan, Innovation

Stuart is a Retailer who has occupied senior Buying, Marketing and Operations positions in the Supermarket and Fashion sectors. He has been a Director of the Burton Group, Next and M.D of Warner Bros. Studio Stores.

He is married to Susan, has two sons, and five grand-children. His younger son was born with C P and attended Mother and Baby classes at Le Marie centre – Watford, he is now married lives in USA and has a son and twin daughters. He is very active in Community work This year he stood down as a Trustee of the Bobath centre for the treatment of children with C.P. as he felt conflicted after their move to Watford.

Judith Cansdale

PORTFOLIO: Treatment & Training, Parents/Children Welfare

Judith trained as a nurse at The Middlesex Hospital, and at Mount Vernon Hospital. Married with three adult children and eleven grandchildren. She appreciates the importance of Playskill as a result of her medical background and experience of two family members with C P. Her interests include gardening, walking and being a member of a local church.

Phil Corden

PORTFOLIO: Finance, Fund-Raising, Long Term plan and innovation,

Philip is a Consultant at Deloitte's advising clients on Investment & Tax affairs. He has highly relevant experience working in the charity sector including working in communications to engage supporters, strategy & internal policy. He has always been conscious of his social responsibilities and worked as a volunteer advising a charity on fundraising & education. Philips focus on the board will be to provide expertise on fundraising and strategy.

Charlotte Kohnhorst

PORTFOLIO: Treatment & Training, Child Protection & H & Sa

Charlotte is married with three grown up children. A primary class teacher for 20 years who retrained as a specialist teacher and assessor for children and young people with Specific Learning Difficulties.

Chris Neale

PORTFOLIO: IT/Website/GDPR/Risk Assessment, New Groups expansion and Le Marie Centre

Chris is an independent I T consultant with over 25 years of experience in the industry. He started and ran for 15 years a successful London based IT services and hosting business but decided to take a back seat when his son Francis was born some 5 years ago with additional needs. He came into contact with Playskill as a parent and found that their expertise and help assisted Francis enormously.

Nina Parish – Vice Chair

PORTFOLIO: Marketing External/PR/Social Media, Long term plan, Infra- Structure

Nina is a Professor in French at the University of Stirling where she teaches and is involved in a number of different research projects. She went to school with Andrea and was one of the first Playskill trustees and secretary. After some years as a trustee and Director for other charities linked to her professional world, she decided to return to Playskill and is delighted to be supporting once again the work of this amazing charity.

Chris Raby:

PORTFOLIO: Treatment & Training, Parents/Children Welfare, HR/Personnel, Policies, GDPR, Risk assessment, Safeguarding and H & S.

Chris was a registered nurse prior to retirement. She qualified as a RGN in 1978 and as a RSCN in 1994. She has spent most of her professional career working with sick children in the NHS where she held two senior nursing positions. She managed a range of children's services for a local Mencap society from January 2002 until July 2007.

Lucy Sharpe – Secretary

PORTFOLIO: Website, Policy folder, GDPR, Local authorities & NHS, Admin, Organisation, Secretarial

Lucy qualified as a Physiotherapist in 2004 and has worked in a number of hospitals and community settings in Liverpool and Brighton. She began to specialise in Children's physiotherapy in 2007, working at the Royal Alexandra Children's Hospital in Brighton and then moved for a Community Paediatric role in Harrow in 2009. Over the last several years she has enjoyed working with a variety of children with Physical disabilities in hospitals, educational and community settings. Lucy is married and has two children.

Andrew York – Finance

PORTFOLIO: Finance, Risk Assessment, Expansion

Andrew is a Chartered Accountant, qualifying with KPMG, and has worked in Finance and Insurance for companies such as HSBC and Prudential Assurance. Now a part time lecturer at the University of West London he also carries out a number of voluntary roles including chairing Friends of Chorleywood House Estate and Chorleywood Amateur Dramatics Society. He is married with a daughter and two grandchildren and lives in Chorleywood.

Chris Paskin – Finance

PORTFOLIO: IT, Legal, Risk Assessment

Chris worked as the Finance Manager for Soul Survivor Watford Church until mid-2019. He is a part qualified charity accountant with CIPFA. Chris has worked for Soul Survivor for 16 years, five as Buildings Manager and 11 years as Finance Manager. He also has a 11-year old son with Joint Hypermobility Syndrome. With the approval of the Trustee Board he was appointed Part-Time Finance Manager of Playskill in July 2017.

PROJECT TEAMS:

Trustees also work in project teams on the achievement of business plan objectives.

15. SPECIAL SECTION 2020 UPDATE – THE COVID PANDEMIC

This report is written in 2020 whilst the Lock Down requirements of the Covid pandemic are still in operation.

When 2019 ended, our forward view of PLAYSKILL in 2020 looked very different from what actually has happened, it seems unrealistic to present an Annual Report for 2019 which ignores and makes no comment on the unprecedented events which followed.

In March 2020 PLAYSKILL had to close the physical operation of all of our Groups and face unprecedented times. Re-invention was required, our first step was to form a new Management group named Cobra consisting of those Trustee's and Management who had relevant skills and experience for the challenges we faced. We met weekly with the aim of steering a path through these difficult times.

The first and most important decisions made were:

1. PLAYSKILL would remain in operation and continue to deliver Treatment and Support to our children and their parents
2. We would develop new methods to deliver remotely
3. We would continue to provide our services at NO CHARGE.
4. We would keep our highly specialised and skilled Treatment team employed and together
5. We would operate to tight financial disciplines to maintain solvency
6. Our strategic decision to start work on a 7th Group planned to open in 2021 was put on hold. We plan to revisit this decision at the end of 2020 when the financial and operational picture might be clearer

I am pleased to report that as of mid-2020, under Andrea's leadership the PLAYSKILL team has responded magnificently developing and operating new methods of remote delivery thought impossible 6 months before, During the lock down period we have delivered:

221	Remote Video Treatment sessions of 20 minutes or more
67	Treatment and Support telephone calls
54	Children have been treated every week
130 +	Telephone calls to all the past families whose children are now of school age

We asked our Parents for their feedback and they told us how pleased they were with our continued service which helped them through the extraordinary domestic difficulties they were facing.

On a daily basis The PLAYSKILL team has been face to face with Families struggling to get through the difficulties of living with a child with handicap. These have been emotional, financial, domestic, caused by just coping with the day-to-day

We were not to know that as we entered 2020 that we like other Charities were very soon to face the unprecedented financial and operational impact of the Pandemic. It soon became clear that this would result in higher costs from remote operation and potentially reduced income from Fund Raising, it was a great confidence booster to know that we had the cushion of these increased reserves.

PLAYSKILL remains financially stable and will emerge from the Covid period in good shape to move forward. The positives are that many lessons have been learned which will be incorporated into the way we operate in the future

S J Soloway
Chair of Trustees

Date:

PLAYSKILL

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF PLAYSKILL

I report on the accounts of the charity for the year ended 31st December 2019, which are set out on pages 21 to 29.

Respective responsibilities of Trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts. The charity's 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.

It is my responsibility to:

- (i) examine the accounts under section 145 of the 2011 Act;
- (ii) 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
- (iii) 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 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 examiners statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- (i) the accounting records were not kept in accordance with section 130 of the Charities Act; or
- (ii) the accounts do not accord with the accounting records; or
- (iii) the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

N J Keye FCCA CTA
Freeman Baker Associates
Accountants & Registered Auditors
The Old Church
48 Verulam Road
St Albans
Hertfordshire
AL3 4DH

Date:

PLAYSKILL

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31st DECEMBER 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Income from:					
Donations and Legacies	(2&3)	134,618	226,246	360,864	215,053
Charitable activities		1,521	-	1,521	596
Investments					
Other Income	(4)	427	-	427	183
Disposal of motor vehicle		700	-	700	-
		<hr/>	<hr/>	<hr/>	<hr/>
Total incoming resources		137,266	226,246	363,512	215,832
Resources expended					
Raising funds	(5)	17,005	18,932	35,937	12,160
Charitable activities	(6)	29,798	198,867	228,665	189,124
		<hr/>	<hr/>	<hr/>	<hr/>
Total resources expended		46,803	217,799	264,602	201,284
		<hr/>	<hr/>	<hr/>	<hr/>
Net Income/(Expenditure)		90,463	8,447	98,910	14,548
RECONCILIATION OF FUNDS					
Total funds brought forward		130,874	5,276	136,150	121,602
		<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		221,337	13,723	235,060	136,150
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

PLAYSKILL

BALANCE SHEET AS AT 31st DECEMBER 2019

	Notes	2019 £	2018 £
Fixed assets			
Tangible assets	(9)	4,198	763
		<hr/>	<hr/>
Current assets			
Debtors	(10)	1,597	3,525
Bank		248,610	164,398
		<hr/>	<hr/>
		250,207	167,923
Creditors: amounts falling due within one year	(11)	(19,345)	(32,536)
		<hr/>	<hr/>
Net current assets		230,862	135,387
		<hr/>	<hr/>
Total assets less current liabilities		235,060	136,150
		<hr/>	<hr/>
Income funds			
Restricted funds		13,723	5,148
Unrestricted funds		221,337	131,002
		<hr/>	<hr/>
		235,060	136,150
		<hr/>	<hr/>

The accounts were approved by the Trustees on

S J Soloway
Trustee

A D York
Trustee

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

1. Accounting policies

Basis of preparation

The accounts have been prepared under the historical cost convention. The accounts have been prepared in accordance with The Charities Act 2011 and 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 (FRS 102).

Incoming resources

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Revenue grants are credited to the income and expenditure account as received, unless related to a specific period, when they are shown as accrued or deferred income until the relevant period occurs.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	over 3 years
Shed	over 10 years
Motor vehicles	over 4 years

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

2. Donations - Unrestricted

	2019 £	2018 £
Ashridge Ladies Golf Club	-	3,041
Barclays Bank	2,906	925
Berkhamsted Rotary Club	2,000	1,000
Berkhamsted Strathspey & Reel Club	1,146	-
Boys & Girls Nursery	2,728	-
Charities Aid Foundation	8,078	8,282
Christmas Bag Packing	2,273	1,247
Christmas Cards	292	70
Christmas Party Raffle	488	697
David & Judy Cansdale & Cream Tea Event	802	744
Croxley Children's Centre	1,000	-
Doug Wotherspoon	-	1,510
Income via Facebook	1,809	-
Estate of Gill Backhouse	1,000	-
Haileybury School	3,115	-
J Cuthbert	-	2,038
Leverton & Sons Ltd	-	500
L Lynch & L Lynch Plant Hire	1,788	-
Netcall Telecom	700	-
NISA – Making a difference locally	56,000	-
My Donate	1,304	20,268
Pauline Paul	1,250	-
Northwood & Pinner Liberal Synagogue	-	5,052
Kings Langley Service Club	-	750
Simon Hughes	5,000	3,750
Soul Survivor Watford Church	4,915	-
Sunnyside Church	1,000	-
Sycamore Trust	500	500
UNISON West Herts	1,000	-
Watford & District Classic Cars	-	1,500
West Watford Golfing Society	-	1,500
William Tannett	625	625
Donations via Wonderful	14,013	-
Other smaller donations	18,886	10,278
	<hr/>	<hr/>
	134,618	64,277
	<hr/>	<hr/>

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

3. Grants - Restricted

	2019 £	2018 £
National Lottery Fund/ Reaching Communities	102,983	96,547
National Lottery – Awards for All	10,000	-
Children in Need	33,876	32,524
Childwick Trust	15,000	-
Archer Trust	4,000	5,000
Co-Operative Society	-	6,966
Edward Gostling Foundation	10,000	-
Fence Club	-	1,375
Garfield Weston Foundation	15,000	-
Fund for Garston Group	2,400	-
Greggs Foundation	1,990	-
Watford Borough Council	-	1,956
Fund for Hemel Groups	7,860	-
Herts County Council	-	1,170
London Community Foundation	5,000	-
Masonic Foundation	5,000	-
Mencop	4,287	-
Skipton Charitable Foundation	1,000	-
Sobell Foundation	5,000	-
St. James Place	2,500	-
Fund for Watford Groups	350	-
Watford Community Trust	-	300
Police Mutual Fund	-	400
Tesco Bag Pack Scheme	-	1,000
Neighbourly Charitable Trust	-	3,538
	<u>226,246</u>	<u>150,776</u>

4. Investments

	2019 £	2018 £
Interest Receivable	427	183

5. Costs of Raising Funds

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Staff Costs (Note 8)	17,005	18,932	35,937	12,160

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

6. Costs of Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Staff Costs (Note 8)	16,156	154,717	170,873	133,332
Venue Hire	26	11,572	11,598	12,419
Other Session Costs	-	984	984	1,046
End of Term Parties	2	1,349	1,351	1,331
Other Equipment	136	3,003	3,139	4,228
Specialist Equipment	1,061	195	1,256	1,025
Parents, Outings and Other Parties	29	9,853	9,882	9,167
Bank Charges	731	-	731	550
DBS Checks	-	686	686	1,113
Insurance	-	865	865	868
IT Support and Software	21	664	685	367
Miscellaneous Expenses	1,777	477	2,254	3,004
Motor Expenses	38	2,150	2,188	1,509
Office Expenses	299	2,265	2,564	2,877
Printing, Postage and Stationery	19	2,940	2,959	2,303
Recruitment	4	914	918	347
Storage	20	775	795	881
Subscriptions	-	603	603	397
Telephone	15	463	478	230
Training Courses	2,108	1,092	3,200	3,420
Trustee Expenses	-	30	30	82
Depreciation	1,565	-	1,565	317
Advertising & Publicity	482	342	824	461
Website Expenses	23	1,529	1,552	1,449
Uniforms & Protective Clothing	-	-	-	231
	<u>24,512</u>	<u>197,468</u>	<u>221,980</u>	<u>182,954</u>
Governance Costs (note 7)	<u>5,286</u>	<u>1,399</u>	<u>6,685</u>	<u>6,170</u>
	<u>29,798</u>	<u>198,867</u>	<u>228,665</u>	<u>189,124</u>

7. Governance costs

	Unrestricted Funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Independent examiner's fee	1	851	852	986
AGM expenses	21	228	249	234
Professional Fees	5,264	320	5,584	4,950
	<u>5,286</u>	<u>1,399</u>	<u>6,685</u>	<u>6,170</u>

Chris Paskin was paid a total of £15,471 (2018 £5,589) during the year for assisting with the book-keeping. No other Trustees were paid or reimbursed for travelling expenses (2018 Nil).

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

8. Staff costs

	2019 £	2018 £
Session costs	92,768	78,707
Admin and planning	47,955	39,700
Volunteer Co-ordinator, Finance, IT	27,221	12,169
Fundraising	35,937	12,160
Travel expenses	829	1,168
Pension Costs	2,100	1,588
	<hr/>	<hr/>
	206,810	145,492
	<hr/>	<hr/>
Staff costs from - Note 6	170,873	133,332
Cost of Raising Funds – Note 5	35,937	12,160
	<hr/>	<hr/>
	206,810	145,492
	<hr/>	<hr/>

There were no employees whose annual emoluments were £60,000 or more.

	2019 Number	2018 Number
The average monthly number of employees during the year was:		
Part Time	34	30
Full Time	-	-
	<hr/>	<hr/>
	34	30
	<hr/>	<hr/>

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

9. Tangible fixed assets

	Motor Vehicle £	Computer Equipment £	Shed £	Total £
Cost				
As at 1st January 2019	2,995	3,490	663	7,148
Additions	5,000	-	-	5,000
Disposals	(2,995)	-	-	(2,995)
	<hr/>	<hr/>	<hr/>	<hr/>
As at 31st December 2019	5,000	3,490	663	9,153
	<hr/>	<hr/>	<hr/>	<hr/>
Depreciation				
As at 1st January 2019	2,995	2,991	399	6,385
Charge for the year	1,250	249	66	1,565
Disposals	(2,995)	-	-	(2,995)
	<hr/>	<hr/>	<hr/>	<hr/>
As at 31st December 2019	1,250	3,240	465	4,955
	<hr/>	<hr/>	<hr/>	<hr/>
Net Book Value				
As at 31st December 2019	3,750	250	198	4,198
	<hr/>	<hr/>	<hr/>	<hr/>
As at 31st December 2018	-	499	264	763
	<hr/>	<hr/>	<hr/>	<hr/>

10. Debtors

	2019 £	2018 £
Other debtors	1,597	3,525
	<hr/>	<hr/>
	1,597	3,525
	<hr/>	<hr/>

11. Creditors: amounts falling due within one year

	2019 £	2018 £
Creditors	18,587	31,397
Accruals	758	1,139
	<hr/>	<hr/>
	19,345	32,536
	<hr/>	<hr/>

PLAYSKILL

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31st DECEMBER 2019

12. Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balance of donations and grants held on trust for specific purposes.

	As at 1 st Jan 2019 £	Incoming resources £	Resources expended £	As at 31 st Dec 2019 £
Big Lottery Fund (inc A4A)	-	112,983	(106,233)	6,750
Children in Need	-	33,876	(33,876)	-
The Archer Trust	3,000	4,000	(7,000)	-
Childwick	-	15,000	(15,000)	-
Edward Gostling	-	10,000	(10,000)	-
John Lewis	1,333	-	(1,333)	-
Co-Operative Society	943	-	(943)	-
Watford Group(s) Fund	-	350	(350)	-
Hemel Group(s) Fund	-	7,860	(7,860)	-
Garston Group Fund	-	2,400	(2,400)	-
Greggs Foundation	-	1,990	(257)	1,733
Skipton Charitable Foundation	-	1,000	(760)	240
Garfield Weston Foundation	-	15,000	(15,000)	-
Masonic Foundation	-	5,000	(5,000)	-
Mencop	-	4,287	(4,287)	-
Sobell Foundation	-	5,000	(5,000)	-
St. James Place	-	2,500	(2,500)	-
London Community Foundation	-	5,000	-	5,000
	5,276	226,246	(217,799)	13,723

Each of the restricted funds are to pay for Playskill agreed general expenses.

13. Analysis of Net Assets between Funds

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 December 2019 are represented by:			
Tangible fixed assets	3,750	448	4,198
Current assets	236,932	13,275	250,207
Creditors: amounts falling due within one year	(19,345)	-	(19,345)
	221,337	13,723	235,060