

THE GREEN CORRIDOR

England & Wales · Charity number 1092093

Details

Status Registered

Legal form Charitable company

Company number [04267457](#)

Registered 2002-05-17

Register [View on the Charity Commission register](#)

Contact

Address Main Road Nursery
Stanwell Moor Road
Staines-Upon-Thames
TW19 6BS

Phone 01753687236

Email admin@greencorridor.org.uk

Website www.greencorridor.org.uk

Activities

Objects: (A)THE ADVANCEMENT OF EDUCATION, TRAINING OR RETRAINING PARTICULARLY BUT NOT EXCLUSIVELY BY USING OUTDOOR ACTIVITIES AND PROJECTS AS A CATALYST TO STRENGTHEN THE SKILLS NEEDED FOR EMPLOYMENT;(B)THE RELIEF OF POVERTY;(C)THE PROMOTION OF CITIZENSHIP THROUGH VOLUNTEERING;(D)TO PROMOTE ANY OTHER CHARITABLE PURPOSE;

Activities: Working with disadvantaged 14 to 25 year olds on the fringe of exclusion, NEET, or struggling with the academic system. We help them to reach their potential through land based learning. Our programmes offer nationally recognised qualifications, enrichment activities and upskilling opportunities. Through land based engagement such as horticulture and conservation we help to unlock potential.

Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- Brent
- Ealing
- Greenwich
- Hillingdon
- Hounslow
- Kingston Upon Thames
- Richmond Upon Thames
- Slough
- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£1,619,535	£1,384,811	£1,081,365	40
2024-12-31	£2,172,848	£1,949,244	£846,641	42
2023-12-31	£2,144,093	£2,120,330	£623,037	39
2022-12-31	£2,386,759	£2,129,217	£599,274	50
2021-12-31	£1,514,439	£1,442,963	£341,732	33

Trustees

Name	Role	Appointed
Adam Sunderland		2024-09-18
Amanda Owen		2021-09-15
Gareth Owen Hughes		2017-08-02
Jason Knight		2024-09-18
Jo Salsbury		2024-02-22
Marisa Sefton		2024-09-18
Nicole Jennings		2022-01-24
Nigel Fishwick		2021-02-10
Professor James Snaith		2024-02-22
Professor James Snaith		2024-02-22

THE GREEN CORRIDOR

England & Wales - Charity number 1092093

Accounts

GreenCorridor

Opening minds Opening opportunities

Annual Report and Financial Statements

For period ending 31st
August 2025





'Green Corridor has helped me massively mentally and has taught me a lot about life.'
-A Current Learner

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Chair's introduction

I am delighted to introduce our annual report for 2025.

At Green Corridor we continue our mission to provide young people with Special Educational Needs with a high quality, safe, positive, and enriching learning experience.

We provide study plans centred around horticulture, catering and hospitality alongside a personal employability programme, we have introduced the Community Project and in 2026 we are looking forward to introducing the pre-supported internship programme.

It remains our intent to harness the individual strengths and abilities of our learners, so they are happy and confident to take their next steps and are prepared to enjoy life. Each of our learner's transitions to a destination that is best for them, including working, further education and accessing the community.

2025 has been year of building on stable foundations. We received our initial OFSTED inspection, we continue to develop our learning provision, site, and improve our outreach services to support both achievement of our strategy and Ofsted feedback.

The financial details in this annual report have been reviewed by our auditors and confirm that, despite facing cost challenges, Green Corridor remains financially stable as we conclude 2025 and head into 2026.

The response to all of these demonstrates the dedication of the entire team at Green Corridor and the effort to create an environment that provides a place for all learner and staff to thrive. I thank the team at Green Corridor for their dedication and hard work every day.

As we look to coming year, we are pleased to welcome new and existing learners, continue to expand the offering at Green Corridor and improve the site to provide the best possible experience for both learners and staff.



Nicole Jennings

Chair of the board of trustees

CEO's introduction

I am proud to introduce this annual report for 2025. Covering a shorter period from January 2025 to August 2025 means that comparators year to year have been more complex, but the trustees' decision to align our year end with the academic year end is going to lead to much clearer reporting in the future. This reporting period has been one of settling in the changes of previous years and preparing for changing in September 2025 and 2026, as per our previously reported strategy. Learners continue to progress throughout their time here, with many positive destinations reported by our learners over the summer. Their progress is down to a combination of their hard work and the dedication of the staff team, trustees and volunteers. Highlights include our first ever residential night away in March to Runway's End and the PEP pathway concluding its first year.



The end of the academic year in July saw a number of learners passing qualifications: we celebrated 14 entry level qualifications and 2 Level 1, including many learners who had not achieved formal qualifications before. The end of year party proved to be a great opportunity to celebrate their success with the whole of Green Corridor, with many photos from this celebration included in this report.

The new 'Personalised Employability Pathway' (PEP) launched with a single class in September 2024 has been a success during this reporting period and has led to an increasing number of applications for September 2025, broadly in line with the aspirational goals of the trustee board set during our strategy day in January 2024. (in subsequent events, this pathway grew to 3 classes in September 2025).

Volunteering remains very important to us at Green Corridor – we have developed relationships with local business including the local hospital and AirPets next door to us, where our learners volunteer their time and hone their employability skills as well as receiving a large number of volunteers to work on our site during the spring and summer months. We have had 5 groups during the reporting period and over 140 volunteers as well as the excellent trustee volunteers involved in our governance and oversight without which we wouldn't be able to do what we do for our learners. We are grateful to every one of them.

Our Board of Trustees and Senior Leadership Team held an awayday to review the strategy and reflect on the progress made towards our goals. A number of key milestones were agreed and will be reached in September 2025 and September 2026 and will be reported on in due course. This reporting period has included important preparation for this new way of working, including site changes and structural changes consulted on and planned for during this period, but launched after the end of this period.

Since our last report, we have had a few changes in our Board of Trustees. In the summer, we said goodbye to Ashley whose wisdom from both his working life and serving as a Chair of Governors elsewhere contributed to our growth and development over the years. Many thanks.

As noted elsewhere, I would like to thank our fantastic staff and trustee teams. We are a charity led by our relationships – and these teams are very much at the heart of what we do and the impact reported on here.

A handwritten signature in black ink that reads "David Welch".

David Welch
Chief Executive Officer

About Green Corridor

Green Corridor is a charity that runs a Special Post-16 Institution (SPI) for learners aged 16–25 with an Education Health and Care Plan (EHCP). We specialise in Autism, working with about 50 learners each year on our site in Stanwell Moor, near Heathrow Terminal 5. Many of our learners have additional therapy funded through their EHCP, with over half having either Occupational Therapy or Speech and Language Therapy or both. During this reporting period January to August 2025 We offered learners a restructured programme based on Vocational and Foundation pathways, alongside functional skills, PSHE and a careers curriculum. We also offer every learner an enrichment programme and work experience with local businesses and organisations to prepare our learners to take their next step – going into employment, a supported internship or adult social care.

Activities, Achievements and Performance

Green Corridor’s strategy for 2024–2027

As noted under ‘subsequent events’ in our 2023 report, the trustees met and agreed an ambitious new strategy in January 2024, focusing the leadership of the charity on 4 priorities for the next 3 years. This remained our strategy throughout the reporting period.

Mission

The trustees agreed that at Green Corridor our mission is that ‘We provide young people with Special Educational Needs with a safe, positive & enriching, quality learning experience’

Our Ambition

We are ambitious for our learners, and the trustees agreed that Green Corridor is seeking *‘To make the best of our learners so they are happy, content & confident to take their next steps & are equipped to enjoy life. Each learner will transition to a destination that is best for them, including working, further education & accessing the community.’*

Our 4 Priorities

1. Service Offering

We want to prioritise what makes us different from other providers and to continue to develop our expertise and excellence. We are focused on our learners and ensuring that we are clear on whose needs we can meet. We want to offer a compelling curriculum that draws learners to our offering alongside supporting learners as they transition into and out of Green Corridor.

2. Strategic Partnerships

Green Corridor has built excellent links to the local communities that we serve over recent years, and we are prioritising further developing these partnerships – with local employers, other Further Education providers, local charities and supporting our learners’ families. This is to build connections that will improve outcomes for our learners and given them opportunities that would otherwise not be available to them.

3. Standards

Our work is only possible if we meet the standards expected of a Special Post-16 Institution and a well-run charity. We are accountable to the Charity Commission and Ofsted and seek to exceed the standards expected of us. We do this via good leadership and governance, staff training, the colleague proposition, good safeguarding systems and by measuring and improving our environmental impact.

4. Sustainable Model

We are seeking to be a charity here for the long term – providing our services and impacting learners long into the future. To do so our funding model and fee structures which balance funding the work sustainably with a focus on providing value to our help Local Authority partners return best value for their residents. We have also worked to improve our story telling in traditional and digital environments to help others understand our work and how we can collaborate with others.

Our Values – as agreed in 2023

As noted in our previous annual report, the trustees agreed 3 values in July 2023 that Green Corridor stands for: **Openness, Learning and Respect**. We seek to model these in all our work – from the way we deal with staff and learners to the relationships we have with Local Authorities and our feeder schools.

Year 2 strategy Progress

Following the agreed strategy, the Senior Leadership Team (SLT) led by the CEO have worked hard to implement the second year of the plan. In 2024 we launched the new general employability pathway which has grown from 1 class in 2024 to (in subsequent events) 3 in 2025. We have also clarified our admissions criteria for 2024 to help potential learners and families understand the profile of learners whose needs we are able to meet on our site. These new approaches led to 14% growth from 43 learners on roll in Jan-July 2024 to 49 on roll in January 2025. (figures unchanged in this report as it does not cover a new academic year from the previous report as this covers only on Jan-Aug 2025)

Working with local employers and charities has resulted in a measurable increase in both the number and range of work experience opportunities available to learners. We now offer placements with a dozen partners, including Wilson James, a provider of security services, Dovecote Café, and Heathrow Special Needs Farm. Learners also benefit from two onsite work experience opportunities within the college café and charity shop, which enable them to develop employability skills in a supported environment. In addition, two offsite placements, at the hospital and with Airpets, take place during the college day, while the remaining work experience placements are undertaken on a Friday.

We have improved our colleague offer during the year – increasing our annual leave entitlement by 3 days to cover the closure days between Christmas and New Year, additionally we have enhanced our Maternity, Paternity and Adoption pay, highlighting our investment in our staff. We have also offered to cover the subscription for blue light cards for all staff, offering discounts for our staff members. On top of this we have looked at ways to relieve pressure on staff by extending our cleaning to provide cover for 5 days a week during term time, which gives our TA staff more time to do other elements of the role. We have done a salary benchmarking exercise, in order to further improving the colleague offer for late 2025, and we continue to review staff offer to support staff going into 2026.

Each programme is now self-funding, and we avoid cross-subsidising between the programmes that we offer. Increased income reported during the reporting period is resulting from increased learner numbers on roll as full year effects from the increased cohort size in Sept 2024 are now felt.

Our carbon audit in 2025 produced a very small number of actions as our emissions are already quite low – our direct emissions come mainly from the air conditioning units on site. We have no natural gas power on site, and electricity is 100% renewable. Our minibus is powered by green electricity. The Leadership and Site teams are considering next steps to take to further reduce our impact.

Learners' Destinations 2025

Supporting Our Learners' Next Steps

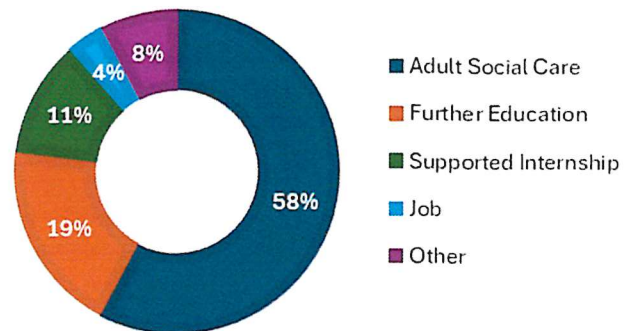
At Green Corridor, preparing our learners for life beyond our provision is at the heart of what we do. Throughout their time with us, our Careers Lead provides tailored, one-to-one support to ensure every individual is ready and confident as they move forward.

Our 2025 cohort has progressed into a diverse range of destinations, reflecting their individual aspirations, skills and needs:

1. **Employment Opportunities:** We celebrated one learner beginning their career employed at The Cellar, Allianz Stadium, marking an exciting step into the workplace.
2. **Continuing Education:** Six learners have chosen to extend their learning journey with other providers, using the skills and confidence gained at Green Corridor as a springboard for further learning and development.
3. **Ongoing Social Care Support:** Working in close partnership with local authorities, we ensured seamless transitions into appropriate social care settings for fifteen learners who benefit from continued specialist support.
4. **Supported Internship Programmes:** These experiences provide invaluable hands-on learning and frequently pave the way to permanent employment. Three of our learners have begun placements through our established connections with local businesses, including a respected hotel group and a major shopping centre.

Out of the 26 learners that left (57.7%) transitioned into adult social care. A further 19.2% progressed to Further Education, including specialist college provision, while 11.5% secured Supported Internships. A small number of learners moved into other destinations (7.7%), and one learner (3.8%) progressed directly into paid employment.

We carefully track the destinations of the learners who leave Green Corridor – and we work hard to ensure that they have a positive destination when they leave us.



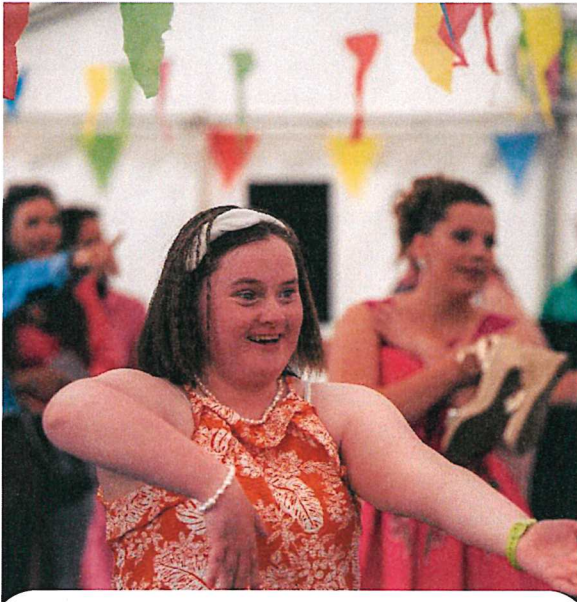
Safeguarding

Safeguarding is fundamental to all work at Green Corridor, and the Trustees place significant importance on ensuring that robust policies are in place and consistently followed. A Safeguarding Report is presented to the Board at every meeting, and a designated Trustee undertakes regular visits to gain assurance that safeguarding arrangements are being implemented effectively. Trustees review safeguarding activity through analysis of incident data, serious incidents reported to the Local Authority, and dip-testing of records and processes.

The safeguarding team meets weekly to review Behaviour Watch reports. Actions are agreed in response to each report, based on its assessed level of risk (low, medium, or high). The safeguarding

team also undertakes regular training to ensure knowledge remains current and aligned with best practice. As Green Corridor works with multiple Local Authorities, each with its own safeguarding requirements, care is taken to ensure the relevant local policies are followed accurately. Where appropriate, external agencies are informed and involved to ensure concerns are managed effectively.

In the reporting period, there were 26 planned Safeguarding meetings and 4 unplanned ones as a result of casework. This is broadly in line with the casework load in 2024. In addition, the CEO and Chair routinely review the Single Central Record (monthly and termly respectively) to confirm that all staff and visitors comply with the Board’s safer recruitment policy.



“It has been an absolute privilege to work with students from the Green Corridor Work Experience Scheme during their block placements in our office.”

-Emma O'Brien (Hayes Staff Recruitment)

In this reporting period, 4 cases required reporting to the Local Authority (2024: 4). These are logged by the Safeguarding Team and trustees regularly monitor all incidents and actions including those not meeting the threshold for reporting. The SENCO meets with the Safeguarding trustee quarterly and as required in addition. Our Ofsted inspection reported safeguarding standard as ‘met’ during the reporting period. This is a high as it can be.

Admissions Criteria

The admission criteria remain unchanged during this reporting period. The impact of the PEP pathway continues as we can recruit more diverse learners onto our programmes. This means that our gender diversity of learners continues to improve along with including learners with varied preferences and interests.

Therapies

We offer learners therapies as dictated by their needs outlined in their EHCPs. This is mainly 34 Learners who have Occupational Therapy (OT) and 42 learners who have

Speech and Language Therapy (SaLT). We also offer physiotherapy to 4 learners and counselling to 6 learners. The SENCO works in collaboration with Therapists and Therapy Assistants to ensure every learner receives the appropriate type and quantity of therapy they require as outline on each individual EHCP. Both formal and informal assessments throughout the year ensure progress is monitored effectively, and reported on during annual reviews with the relevant Local Authority.

Equality, Diversity and Inclusion

We have reviewed and reflected on our recruitment processes, to ensure that our selection process is fair, reviewing job descriptions every time we recruit to ensure they are based on essential requirements for the role. We give a flavour of interview questions to candidates in advance of the interview to support our neurodiverse candidates and for a number of our roles we do a practical assessment as well as interview. We are actively looking to expand this to the majority of roles. We have gone from 9% in 2022, to 22% in 2023 to 32.5% in early 25 who do not identify as white British. This is

much closer to the 52% of residents in the local community of Hillingdon, 56% of the local community in Hounslow, and larger than the 15% of Surrey residents who identify as non-white. 32.5% of employees consider themselves to have a disability, learning difficulty or on going health condition. During the period of this report, we have broadened our advertising to target a wider audience, and have begun to measure Equality, Diversity and Inclusion throughout our promotion and training opportunities as well as our recruitment. We intend to adapt our processes further in order to improve our inclusivity and reduce barriers for neurodiverse applicants and employees.

Our Gender pay gap for early 2025 was 2.12% median this is slightly higher than 2024 where it was 0.87% median (14 % mean compared to 2024 where it was 12.4% mean), with lower quartile 20% male, 80% female lower middle quartile, 20% male, 80% female, upper middle quartile 50% male, 50% female, and upper quartile, 30% male and 70% female. With only the middle quartiles changing from 32% to 20% and 42% – 50% respectively from 24 –early 25. Men make up 30% of our workforce. Due to a couple of leavers during early 2025 the gender pay gap has slightly increased in early 2025. The mean average in 2025 is impacted, in particular, by the highest earner being male. If we adjust for that one individual the mean pay gap is 2%.

Ofsted

The charity is registered with Ofsted (number: 146362). As anticipated during our last annual report, we were inspected by Ofsted on 21st to 23rd May 2025. Green Corridor achieved 'Good' in 3 areas (behaviour and attitudes, Personal Development and Leadership and Management) and 'Requires Improvement' in 2 areas (Quality of Education and therefore as a direct consequence the Provision for Learners with High needs as this cannot normally be higher than the level of Quality of Education).

The board reflected carefully on the findings of the inspection and noted that the outcome was unusual in having 'Leadership and Management' as Good, but Quality of Education as 'Requires improvement'. The inspection highlighted that the leadership of the college are well aware of the areas that need improvement, and are taking clear steps towards this improvement, but they needed more time to embed these changes. This accurately reflects the progress that we have made since the appointment of the CEO and new leadership team in 2023, and the inspection team noted that 'leaders and managers understand very well the strengths and weaknesses of the provision' and 'suitably experienced trustees provide good oversight of the provision'.

Green Corridor remains committed to seeing the required improvements identified by the inspection team – particularly improving the consistency of our offering to ensure that all learners experience the excellent learning that was seen in some parts of the college. We meet regularly with the Department for Education's 'Place based team' to discuss the improvement plan, and they are happy with the progress we are making.

We expect a monitoring visit at some point during 2026 – but recent changes to the inspection framework, further training of Ofsted Inspectors pausing inspections, and monitoring visits being on hold for much of autumn 2025 means that the timings on this are now unclear – as is the approach for undertaking a monitoring visit when the inspection was under the old framework and the monitoring visit is under the new framework. We remain ambitious for the results of the inspection as we seek to provide the very best outcomes for all our learners.

¹ information from [Varbes](#)

Green Corridor is not driven solely by the Ofsted frameworks, but rather by what is best for our learners, and the board remains confident in the provision and improvements that have been made. Further improvements are planned for 2025/6 with regard to consistency and planning which will be reported in our next annual report.

Our Staff - Thanks

The reporting period has been one of continued and sustained growth and improvement, none of which would be possible without our wonderful staff and volunteers. Green Corridor ends the year in a strong financial and staff position for September 2025 with exciting plans for both strategic and organic growth in the coming years. Green Corridor remains a life changing place for our learners who make good progress in our provision and is a place where staff also talk about the positive experience that working here is. Our staff do more for our learners than the norm, and we want to put on record our thanks to them.

The board wishes to extend particular thanks for the work of the volunteers at Green Corridor, including the many volunteers from local businesses who come to the site during the spring and summer to ensure that the place remains a beautiful place for our learners to study and our volunteer trustees who give of their time to oversee the provision here. In particular we want to put on record our thanks to Ashley who resigned from the trustee board during the reporting period. Thank you.

Reference and Administrative Information

Company number	04267457 incorporated in England & Wales
Charity number	1092093 registered in England & Wales
Charity Name	'The Green Corridor' known as 'Green Corridor'

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Nicole Jennings (Chair)
 Amanda Owen (Vice Chair)
 Nigel Fishwick
 Gareth Hughes
 Ashley de Safrin (resigned 20th June 2025)
 Jim Snaith
 Jo Salisbury
 Jason Knight
 Marisa Sefton
 Adam Sunderland

Key management personnel	David Welch: Chief Executive Officer Tim Whitelaw: Head of Education Dawn Mowbray: Careers Lead Sarah Jones: HR manager Lily McCurdy: SENCO Christolin Rosairo: Finance Manager
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Registered office and operational address:	Green Corridor, Main Road Nurseries, Stanwell Moor Road, Staines-upon-Thames. TW19 6BS
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Web address and phone number:	www.greencorridor.org.uk 01753 687236
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Auditor	Azets Audit Services, Gladstone House, 77-79 High Street, Egham TW20 9HY
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Bankers	CAF Bank Limited	Virgin Money PLC	Lloyds Bank PLC
	25 Kings Hill Avenue	Jubilee House	PO Box 1000
	Kings Hill,	Gosforth	Andover
	West Malling	Newcastle upon Tyne	BX1 1LT
	Kent, ME19 4JQ	NE3 4PL	

Solicitors	Russell-Cooke Solicitors 2 Putney Hill, London, SW15 6AB
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Trustees Statement

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report and the audited financial statements for the period ended 31 August 2025. The information contained on pages 3-12 forms part of the Trustees report and should be read in conjunction with it.

The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities issued 1st October 2019: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as members of the Trustee Board.

Structure, Governance and Management

Governing Document

Green Corridor is a Charitable Company limited by guarantee, incorporated on 9th August 2001 and registered as a charity 17th May 2002. The company was established under a Memorandum and Articles of Association in 2001, which have since been updated on 7th October 2010, and is constituted as a company limited by guarantee. In the event of the company being wound up members guarantee to contribute an amount not exceeding £1.

In preparing this report the trustees have considered both the Charitable Objects of the company as per the Memorandum and Articles of Association and had due regard for the Charity Commission's guidance on public benefit. The Charitable objects are:

1. The advancement of education, training or retraining particularly but not exclusively in connection with the environment;
2. The relief of poverty;
3. The protection or conservation of the environment
4. The preservation of buildings or sites of historic or architectural interest;
5. The provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances have need of such facilities;
6. To promote any other charitable purposes

The trustees have indemnity insurance as per note 22.

Recruitment, Retirement, Appointment, Induction & Training of Trustees

Under the requirements of the Articles of Association, at the first Board meeting of each calendar year one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office. Any Trustee who was elected for the first time during the previous calendar year shall not count towards the calculation of one third. The Trustees to retire at the first Board meeting of each calendar year are those who have been longest in office since their last election. A retiring Trustee shall be eligible for re-election by the other Trustees. After being re-elected 3 times, Trustees should consider stepping down for at least a year before being considered for re-election. A Trustee may stand for re-election on his fourth retirement since his initial election for a further term without taking a period out of office (the length of term to be decided by the Board)

provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the notes to the accounts. Trustees are recruited via various advertising routes including recognised trustee recruitment websites with a job description of the key skills, knowledge or experience being sought and an overview of the role and essential duties of a trustee. Selection is through a two-stage process involving the Chair, CEO and Trustees as deemed appropriate.

All new Trustees undertake an induction process including a briefing on our Strategic Plan, current 3-year Business Plan, Strategic Risk Register and access to a range of Charity Commission 'Essentials' series such as charity finances. To increase the contribution that new Trustees can make, and to aid continued professional development, we also signpost to appropriate training, publications and webinars from the Directory of Social Change (DSC), National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO). Green Corridor has a Board of Trustees that acts as a Management Committee. The Trustees meet at least termly (normally quarterly) and are responsible for the strategic direction and policies of the charity. At present the Committee has nine members from various professional backgrounds relevant to the charity's work.

Organisational Structure and Decision Making

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive Officer (CEO). The CEO is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Trustee Board conducts regular reviews of the major risks to which the charity is exposed. A strategic risk register is regularly reviewed, with an identified member of the board having the risk portfolio. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, learners and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

The Board of Trustees met 3 times during the January 2025-August 2025 reporting period - 2 meetings for formal business and 1 strategy away day.

Future Plans

We are committed to ensuring that we provide an inspirational learning environment such that young people upon leaving are able to move on to positive destinations. The number of EHCPs is increasing nationally and the demand for places remains strong. We are committed to continuing to provide the highest quality provision and as such to balance this with the number of learners who we offer places to. In January 2025, the Board reviewed the strategy originally set in January 2024. The board plans to grow the impact of the charity by increasing learner numbers in a sustainable way, and to offer both a social care community project for former Green Corridor Learners and others and who have completed their education consider offering a broader range of subjects/pathways to potential learners, who are all at similar levels of ability to the learners we already work with. The strategic plan agreed in January 2024 includes specific targets and plans to underpin this growth.

Our Partners and Funders

Our work would not be possible without the partners that have worked with us throughout the year, including our landlord: Heathrow Airport Limited (HAL), Local Authorities, various Grant Making Trusts, Sunbelt Rentals, dnata, Wilson James Ltd and the individuals and companies that have donated funds or time to our work. Thank you. We have worked to develop our volunteering programme this year, and would like to extend our thanks to the volunteers we have welcomed on to our site during the year, including volunteers from CanonUK, Heidleberg and Heathrow.



"Green Corridor has the most supportive and helpful members of staff"

Remuneration Statement

Green Corridor relies on Education, Health and Care Plan (EHCP) funding from our various Local Authority partners and income from grant awarding bodies; so, it is critical that these monies are spent wisely and always to the benefit of our learners to ensure we deliver a high quality and value for money service. To do this in the period to August 2025 we employed 40 staff (2024 – 42) who provide the essential tutelage and support services to deliver our education, training and employment services.

Staff costs of £939,019 (eight months) (2024: £1,373,268) including salaries, pension and national insurances contributions) make up the largest proportion of the annual cost of running Green Corridor (circa 68%). The charity undertakes annual benchmarking exercises in order to continue to ensure salaries are in line with median pay points for the sector. The trustees consider the bandings of the roles and the pay levels of these bands in our June board meeting each year and considers the advice of the REMCO subcommittee in all matters related to pay. A pay proposal is drafted by the HR Manager and CEO for the REMCO to consider which is presented to the full board for approval. Pay of key management personnel is considered by REMCO as part of this process. CEO pay is reserved to the board and discussed at the June meeting without any staff members present. Any pay adjustments are made in time for the new academic year in September. In the reporting period Jan-Aug 2025 one member of staff was paid between £80,001-£90,000 (annual equivalent between £90,001-£100,000) (2024: £90,001-£100,000)

Complaints

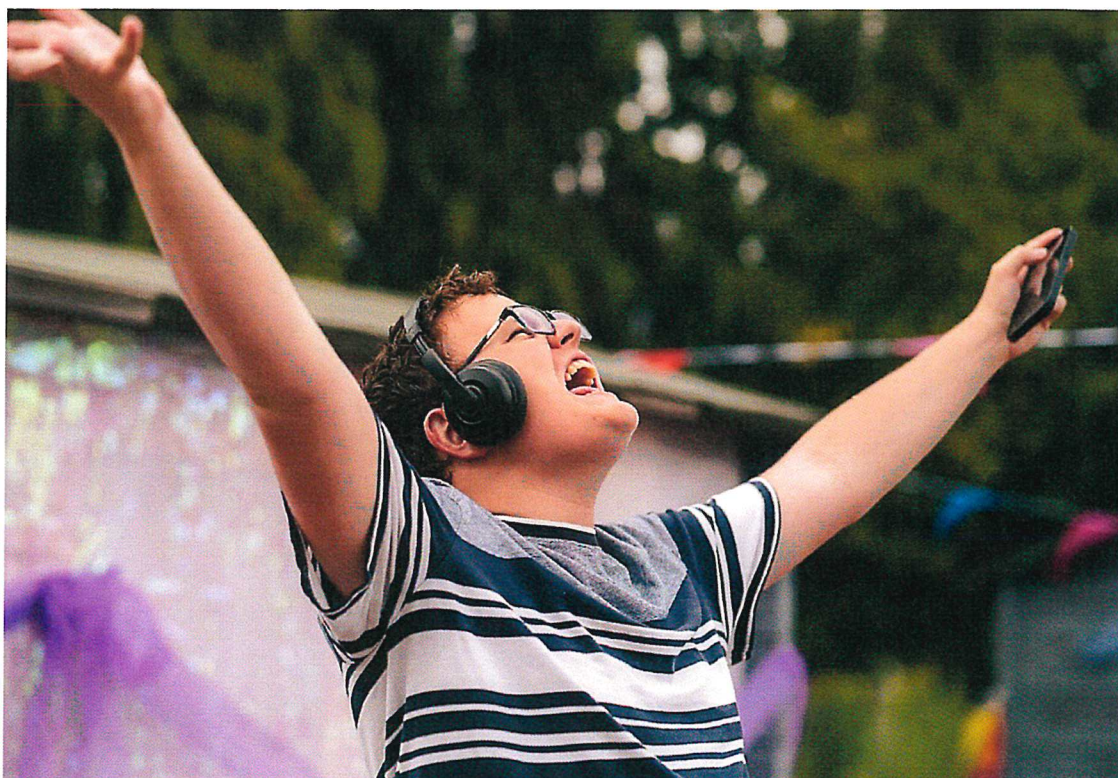
A total of 0 complaints were received by the Board during this reporting period through the Whistleblowing and Grievance policies (2024: 0). This is unchanged on last year. The board's improved policies and processes continue to tackle issues pre-emptively and successfully. The board monitors complaints through the whistleblowing and grievance policies very carefully.

One referral was made to the Teacher Referral Agency (TRA) in 2023 about a former member of staff and the board will act on any recommendations when they are received. The backlog at the TRA means that no formal recommendations have been so far received.

Compliance with Fundraising Standards

Green Corridor continues to ensure that all Trustees, staff and volunteers carrying out fundraising activity act in accordance with the Code of Fundraising Practice as outlined in our Fundraising Policy. We adhere to the principles of the Code, and ensure our fundraising is legal, honest, open and respectful.

During the year we did not employ external professional fundraisers and we received no complaints regarding our fundraising activities. Our website outlines both our Fundraising and our Grievance Policies to the general public. We also adhere to the Charities Protection and Social Investment Act 2016 to ensure we protect vulnerable people from making donations to us if they do not have the mental capacity to do so.



Financial Review

The principal funding sources for the charity during 2025 came from fee-earned income of £1,038,454 (eight Months) (2024: £1,300,922) which was 70% of total income (2024: 66%) from Education, Health and Care Plans. Addition to learner income the Charity received DfE income of £443,893 (eight Months) (2024:£667,533). This increase in fee-earned income is as a direct result of the charity's strategy to increase the number of learners referred on Educational Health Care Plans from local authorities.

Income from donations and grants remains lower than historic trends due to the continued impact of Covid at £126,500 (8 months) (2024: £192,112). This includes provision of our site, grant funding from Garfield Western foundation and DfE Capital Funds. DfE revenue is recognised as part of the fee earned income above.

Expenditure of all our income is on activities centred on those whom we try to help as described above. All our charitable activities focus on linking young people with the environment around them, engaging them in volunteering, accredited training programmes and practical education opportunities to improve their self-confidence and self-esteem, allowing them to move on to positive destinations after their time with us – either direct employment, a supported internship or social care.

Reserves and Investment Policies

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation which include loss of donation income and loss of EHCP contracts. The Board policy is to retain 6 months of normal expenditure. This reporting period our surplus of £266,723 (2024: £194,417) means that our reserves grew to 6.2 months or £1,081,364 (2024: 5 months or £814,641). The total reserves held at the period end were unrestricted. Our strategy is to continue to build reserves through future operating surpluses but to also judiciously invest cash reserves to allow for sustained expansion of our services to accommodate up to 64 learners in our provision.

Risk Management

Trustees are responsible for overseeing the charity's risk management activities. The Board effectively manages Green Corridor's risks through a Strategic Risk Register which is a standing agenda item at Board meetings.

Trustees collate strategic risks into key categories and continue to direct the CEO to reduce these risks to as low as reasonably practicable in order to allow the charity to meet its objectives. The board have identified strategic risks allied to Governance, Finance and operational risks which include changes to government policy and process as well as ensuring that key relationships which enable Green Corridor to operate are maintained at multiple levels within both Green Corridor and our partners.

The Trustees have reviewed the major risks including: Governance; Operational; Financial; Legal; Resilience and Reputational. The trustees are satisfied that suitable mitigation is in place to minimise these risks. Mitigations include half yearly review of the risk assessment by the Risk subcommittee, external audit of IT and financial systems and procedures including careful oversight of all financial transactions by at least 2 people. We ensure that all activities are risk assessed – ongoing activities assessed each year and one-off activities before they are undertaken. We comply with reporting and training requirements of the Local Authority and Ofsted as required with any near miss or breach being reported to both the authorities and the trustee board.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Green Corridor for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Charities SORP;
- Make judgments 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; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable the Trustees to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The 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 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.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 August 2025 was 9 (Dec 2024: 10). Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Trustee Remuneration

No Trustees were paid for their work as Trustees, and the amount of Trustee expenses paid during the year was £0 (2024: £0).

Auditor

Azets Audit Services were re-appointed as the charitable company's auditor during the year. The Trustees' annual report has been prepared in accordance with small companies' regime under the Companies Act 2006.

Approved by the Board on 3rd March 2026 and signed on their behalf by

A handwritten signature in black ink, appearing to read "Nicole Jennings".

Nicole Jennings (Chair) Dated: 3rd March 2026

Independent Auditor's Report to the Trustees

Opinion

We have audited the financial statements of The Green Corridor (the 'charitable company') for the period ended 31st August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 2025, and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in Trustees' report is inconsistent in any material respect with the financial statements.
- The directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception.

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to the which the Companies Act 2006 required us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable 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, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's

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

A further description of our responsibilities is available on Financial Reporting Council's website at: [Auditor's Responsibilities for the Audit](#). This Description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement arising from fraud is also higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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.

Azets Audit Services

Paul Creasey (Senior statutory auditor)

For and on behalf of Azets Audit Services

Chartered Accountants and Statutory Auditor

Gladstone House

77-79 High Street

Egham Surrey

TW20 9HY

Date: 3 March 2016

Financial Report

Statement of Financial Activities

Including Income and Expenditure Account, for the period 1st January to 31st August 2025

		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
Income	Notes	£	£	This period	Year 2024
				£	£
Donations and legacies	3	73,443	53,057	126,500	192,112
Interest received		10,688	-	10,688	12,281
Charitable activities	4	1,038,454	443,893	1,482,347	1,968,455
Total income		1,122,585	496,950	1,619,535	2,172,848
Expenditure:	5				
Raising funds		17,595	-	17,595	25,620
Charitable activities		877,766	489,450	1,367,216	1,923,624
Total expenditure		895,361	489,450	1,384,811	1,949,244
Transfer		39,500	(39,500)	-	-
Net income/(expenditure) and net movement in funds for the year		266,724	(32,000)	234,724	223,604
Reconciliation of funds					
Total funds brought forward		814,641	32,000	846,641	623,037
Total funds carried forward		£1,081,365	-	1,081,365	£846,641

Balance Sheet

As at 31 August 2025

	Note	<u>31st Aug</u> <u>2025</u>	<u>31st Dec</u> <u>2024</u>
		£	£
Fixed assets			
Tangible Assets	9	136,100	99,481
Current assets			
Debtors	10	93,969	68,635
Cash at bank and in hand		<u>939,625</u>	<u>762,100</u>
		1,033,594	830,735
Liabilities:			
Creditors: Amounts falling due within one year	11	<u>(88,329)</u>	<u>(83,575)</u>
Net current assets		945,265	747,160
Net assets		<u>1,081,365</u>	<u>846,641</u>
The funds of the charity:			
Restricted income funds	14	-	32,000
Unrestricted income funds			
General reserve		1,081,365	814,641
Total charity funds		<u>1,081,365</u>	<u>846,641</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The notes on pages 27 to 38 form part of these accounts.

The accounts were approved by the Board on 3rd March 2026

(signed) 
 Nicole Jennings (Chair of Trustees)

Charity Registration No. 1092093, Company Registration No. 04267457

Statement of cash flows

For the period ended 31 August 2025

	Note	<u>31st Aug</u> <u>2025</u> £	<u>31st Dec</u> <u>2024</u> £
Cash flows from operating activities	A	261,436	413,574
Cash flows from investing activities			
Interest received		10,688	12,281
Purchase of fixed assets		(94,599)	(25,343)
Net cash provided by/(used in) investing activities		(83,912)	(13,062)
Cash flow from financing activities			
Interest paid		-	(1,037)
Short term loan repaid		-	(8,333)
Net cash provided by/(used in) financing activities		-	(9,370)
Change in cash and cash equivalents in the year		177,525	391,142
Cash and cash equivalents at the beginning of the year		762,100	370,958
Cash and cash equivalents at the end of the year		939,625	762,100

(A) Reconciliation of net income to net cash flow from operating activities:

		<u>2025</u> £	<u>2024</u> £
Net income / (expenditure) for reporting period (as per statement of financial activities)		234,724	223,604
Interest received		(10,688)	(12,281)
Interest paid		-	1,037
Depreciation charge		57,981	93,167
(Increase)/decrease in debtors		(25,334)	117,331
Increase/(decrease) in creditors		4,753	(9,284)
Net cash used in operating activities	A	261,436	413,574

	<u>2025</u> £	<u>2024</u> £	
Analysis of cash and cash equivalents			
Cash at bank and in hand	939,625	762,100	
Analysis of changes in net funds	1/01/2025	Cashflow	31/08/2025
Cash and Cash Equivalents			
Cash	762,100	177,525	939,625
Total	762,100	177,525	939,625

Notes to the financial statements for the year ended 31 August 2025

1 Statutory information

The Green Corridor is a private charitable company limited by guarantee, registered in England and Wales. The registered office and principle place of business is Stanwell Moor Road, Staines-upon-Thames, Middlesex, TW19 6BS. The functional currency is sterling.

2 Accounting policies

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Charities SORP FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note. The financial statements cover the period 1 January 2025 to 31 August 2025. Comparative results cover the 12 month period to 31 December 2024 in accordance with the company's Articles of Association, Trustees resolved to change the charity's accounting reporting date to better align with the academic year.

b Public benefit entity

The Green Corridor meets the definition of a public benefit entity under FRS102.

c Going concern

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next reporting period. There are no material uncertainties about The Green Corridor's ability to continue as a going concern and the charitable company can comfortably operate based on confirmed funding with sufficient reserves.

d Income

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to particular categories of income:

Where donations and grants are restricted to future accounting periods, they are deferred and recognised in those future accounting periods. Grants for immediate financial support and assistance, or to reimburse costs previously incurred, are recognised immediately.

Income from charitable activities comprises training, educational and volunteer programmes which are included when receivable. Charitable activities also includes commissioned work carried out by The Green Corridor staff and learners and grants awarded for activities undertaken by the charitable company's project partners.

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their

contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f Expenditure and basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis with the irrecoverable element of VAT included with the item to which it relates and has been classified under headings that aggregate all costs related to the category.

The allocation basis is reviewed annually and has been updated as follows:

- 30% of the CEO's time is allocated to governance, 30% to support costs including organisational development, with 40% allocated to education, training and employment development and managing frontline staff.
- 50% of the Marketing & HR Officer is allocated to raising funds and 50% to support.
- 100% of the Administrator role is allocated to support.
- 100% of the Premises Staff are allocated to support.
- Telephone, insurance, payroll, utilities & security are fully allocated to support.
- Accountancy is allocated 50% to governance and 50% to support

The balance of staff costs and other costs are allocated directly to the frontline delivery of education, training and employment of young people.

Payments to partners working on specifically funded projects have been disclosed separately in the Statement of Financial Activities and allocated to the period in which the expenditure is incurred.

g Tangible fixed assets and depreciation

- The charitable company operates a policy of capitalising fixed asset items over £1,000. 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. The principal annual rates used for this purpose are:
 - Plant and machinery: 25% on cost
 - Kitchen: 25% on cost
 - Temporary Classrooms: 33% on cost
 - Computer Equipment: 33% on cost
 - Motor vehicles: 25% on cost
 - Site improvements & internal building works: 25% on cost

h Leasing and hire purchase commitments

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the lease term.

i Pensions

The charitable company now operates an Auto Enrolment defined contribution pension scheme and makes contributions equivalent to a minimum of 3% of gross salaries on behalf of its employees. Contributions are charged to the Statement of Financial Activities as they are incurred. The charitable company has no liability under the scheme other than for the payment of those contributions.

j Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

k Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

o Fundraising

The Green Corridor doesn't use 3rd party fundraising organisations. Funds are raised through grants from Trusts, Foundations and Government grants and contracts. A small amount of donations and funds raised are received from individuals and from sales of products made in the course of charitable activities.

Notes to the financial statements for the period ended 31 August 2025

continued

3 Donations and legacies	Unrestricted	Restricted	Total
	Period 2025		
	£	£	£
Product Sale	320	-	320
DfE Capital Fund		45,557	45,557
Donations Non Gift Aid	1,631	7,500	9,131
Other Income	4,825		4,825
Heathrow Airport Ltd Gift in Kind – Building & Land	66,667		66,667
	73,443	53,057	126,500

Donations and legacies – prior year comparative	Year 2024		
	£	£	£
<i>Other donations</i>	2,376		2,376
<i>Product sales</i>	267		267
<i>National Lottery Fund</i>		20,000	20,000
<i>DfE Capital Fund</i>		49,676	49,676
<i>Donations Non Gift Aid</i>	5,286	12,000	17,286
<i>Other income</i>	2,507		2,507
Heathrow Airport Ltd Gift in Kind – Building & Land	100,000		100,000
	110,436	81,676	192,112

The premises from which the charitable organisation operates on a lease from Heathrow Airport Limited. The lease agreement was renewed on 2nd October 2024 for 5 years at a consideration of 1 peppercorn per annum. The lease rent/benefit received is recognised in the accounts at the annual rental equivalent value of £100,000 or £66667 pro-rated for 8 months (2024 – £100,000).

4 Income from charitable activities	Unrestricted	Restricted	Total
	Period 2025		
	£	£	£
Income from Education Health Care Plans	1,038,454	-	1,038,454
Education and Skills Funding Agency (DfE)		443,893	443,893
	1,038,454	443,893	1,482,347

<i>Income from charitable activities – prior year comparative</i>	<i>Year 2024</i>		
	£	£	£
<i>Income from Education Health Care Plans</i>	1,300,922	-	1,300,922
<i>Education and Skills Funding Agency (DfE)</i>		667,533	667,533
	1,300,922	667,533	1,968,455

Notes to the financial statements for the period ended 31 August 2025

continued

5 Charitable activities

	Cost of raising funds £	Education Training Employment £	Governance costs £	Support costs £	Restricted Expenditure £	Period 2025 Total £
Staff costs	12,176	428,441	19,359	35,150	443,893	939,019
Direct project costs		78,762			-	78,762
Staff training		15,772				15,772
Audit fees			19,095			19,095
Depreciation		12,424			45,557	57,981
Gift in Kind		66,667				66,667
Premises		20,805		49,859		70,664
Other costs	570	3,827	-	132,454		136,851
	12,746	626,698	38,454	217,463	489,450	1,384,811
Support costs	4,082	213,381		(217,463)		-
Governance costs	767	37,687	(38,454)	-		-
Total expenditure 2025	17,595	877,766	0	0	489,450	1,384,811

Of the total expenditure:

Period 2025

Year 2024

Unrestricted	Restricted	Total
895,361	489,450	1,384,811
1,229,222	720,022	1,949,244

Notes to the financial statements for the period ended 31 August 2025

continued

5 Analysis of expenditure - prior year comparative

	Charitable activities					Year 2024 Total £
	Cost of raising funds	Education Training Employment	Governance costs	Support costs	Restricted expenditure	
	£	£	£	£	£	
Staff costs	17,389	573,195	32,612	82,539	667,533	1,373,268
Direct project costs	-	121,849			2,813	124,662
Staff training	-	11,374				11,374
Audit fees	-		12,750			12,750
Trustee related	-		54			54
Depreciation	-	43,492			49,676	93,168
Gift in Kind	-	100,000				100,000
Premises	-	63,898		21,540		85,438
Other costs	2,191	6,014	2,433	137,892		148,530
	19,580	919,822	47,849	241,971	720,022	1,949,244
Support costs	5,043	236,928		(241,971)		-
Governance costs	997	46,852	(47,849)	-		-
Total expenditure 2024	25,620	1,203,602	-	-	720,022	1,949,244

6 Net income for the year (after charging)

	Period 2025 £	Year 2024 £
Depreciation of tangible fixed assets owned by the charitable company	57,981	93,167
Operating lease rentals; equipment	461	461
Audit	19,095	12,750

Notes to the financial statements for the period ended 31 August 2025

continued

7 Staff costs

Staff costs during the year were:

	Period 2025	Year 2024
	£	£
Salaries and wages	828,650	1,232,426
Social Security costs	94,621	111,767
Other pension costs	15,748	26,075
	939,019	1,373,268

Number of employees

The average monthly number of employees during the year was:

	Period 2025	Year 2024
Training	28	31
Support	12	11

The key management personnel of the charitable company included the Trustees and the staff listed on page 12. Total employee benefits paid to key management personnel including NIC and pension were £234,581 (8 months) (2024: £298,622). One employee was paid between £80,001-£90,000 (2024: £90,001-£100,000)

8 Comparative Funds - Statement of Financial Activities for the Year Ended 31 December 2024

		Unrestricted Funds	Restricted Funds	Total Funds Year 2024
	Notes	£	£	£
Income				
Donations and legacies	3	110,436	81,676	192,112
Interest received		12,281	-	12,281
Charitable activities	4	1,300,922	667,533	1,968,455
Total income		1,423,639	749,209	2,172,848
Expenditure:	5			
Raising funds		25,620	-	25,620
Charitable activities		1,203,602	270,022	1,923,624
Total expenditure		1,229,222	720,022	1,949,244
Net income/(expenditure) and net movement in funds for the year				
Reconciliation of funds		194,417	29,187	223,604
Total funds brought forward		620,224	2,813	623,037
Total funds carried forward		£ 814,641	£ 32,000	£846,641

Notes to the financial statements for the period ended 31 August 2025

continued

9 Tangible fixed assets

	Computer Equipment	Plant & Machinery	Motor Vehicles	Kitchen	Site	Furniture & Fixtures	Total
Cost:	£	£	£	£	£	£	£
At 1 January 2025	86,541	152,460	20,919	78,254	241,670	1,180	581,024
Additions at cost	22,196		72,403	-			94,599
Disposals			20,919	-	-		(20,919)
At 31 August 2025	108,737	152,460	20,919	78,254	241,670	1,180	654,704
Depreciation:							
At 1 January 2025	66,293	149,847	20,919	78,254	166,131	98	481,542
Charge for year	9,093	872	7,542	-	40,278	197	57,981
On disposals	-	-	(20,919)	-	-	-	(20,919)
At 31 August 2025	75,386	150,719	7,542	78,254	206,409	295	518,604
Net book value:							
At 31 December 2025	33,351	1,741	64,861	-	35,261	885	136,100
At 31 December 2024	20,248	2,613	-	-	75,539	1,082	99,481

10 Debtors	Period 2025	Year 2024
Due within one year:	£	£
Trade debtors	21,257	38,987
Accrued income and other debtors	45,093	9,207
Prepayments	26,566	14,137
Staff Loan	1,053	6,304
	93,969	68,635

11 Creditors	Period 2025	Year 2024
Amounts falling due within one year:	£	£
Trade creditors	22,128	32,701
Social Security and other taxes	32,394	29,418
Pension	10,837	4,680
Other creditors	211	211
Accruals	20,375	16,565
Deferred income	2,384	-
	88,329	83,575

Notes to the financial statements for the period ended 31 August 2025

continued

12 Deferred Income Movement

	Income Received	Payment to OT	Balance C/f
Learner Occupational Therapy charges Paid for 2024/2025	2,847	463	2,384

KV's Occupational Therapy cost was paid by Hammersmith & Fulham. March to June 25 sessions are charged.

13 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds Period £
Fund Balances at 31 August 2025 are represented by:			
Tangible Fixed Assets	136,100	-	136,100
Current Assets	1,033,594	-	1,033,594
Creditors: Amounts falling due within one year	(88,329)	-	(88,329)
Total net assets	1,081,365	-	1,081,365

Analysis of net assets between funds - comparative 2024

	Unrestricted Funds £	Restricted Funds £	Total Funds Year £
Fund Balances at 31 December 2024 are represented by:			
Tangible Fixed Assets	99,481	-	99,481
Current Assets	798,735	32,000	830,735
Creditors: Amounts falling due within one year	(83,575)	-	(83,575)
Total net assets	814,641	32,000	846,641

Notes to the financial statements for the period ended 31 August 2025

continued

14 Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

National Lottery Fund of £20K and Donations of £19.5K were received to purchase Minibus. See Note 9 Tangible Fixed Asset Schedule.

	At Jan 2025	Incoming	Outgoing	Transfers between	At Aug-2025
	£	£	£	£	£
Restricted Funds					
National Lottery Fund	20,000			(20,000)	-
DfE Capital Fund	-	45,557	(45,557)		-
Donations Non Gift Aid	12,000	7,500		(19,500)	-
DfE		443,893	(443,893)		-
Total Restricted Funds	32,000	496,950	(489,450)	(39,500)	-
Unrestricted funds:					
General funds	814,641	1,122,585	(895,361)	39,500	1,081,364
Total funds	846,641	1,619,535	(1,384,811)	-	1,081,364

Funds - comparative 2024

	At Jan 2024	Incoming	Outgoing	Transfers Between	At Dec 2024
	£	£	£	£	£
Restricted Funds					
Heathrow Community Trust	2,813	-	(2,813)		-
National Lottery Funds		20,000			20,000
DfE Capital Fund		49,679	(49,676)		-
Donations Non Gift Aid		12,000			12,000
ESFA		667,533	(667,533)		-
Total Restricted Funds	2,813	749,209	(720,022)	-	32,000
Unrestricted funds:					
General funds	620,224	1,423,639	(1,229,222)	-	814,641
Total funds	623,037	2,172,848	(1,949,244)	-	846,641

15 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part II of the Corporation Tax Act 2010.

16 Related parties

During the year, the charity paid Natspec £5046 for staff training. D Welch (CEO) is a director of Natspec (2024: none). There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

Notes to the financial statements for the period ended 31 August 2025

continued

17 Trustees

None of the trustees (or any person connected with them) received any remunerations from the charity during the period nor claimed expenses in the period (2024: 0)

18 Pension and other post-retirement benefit commitments

	Period	Year
	2025	2024
	£	£
Defined contribution		
Contributions payable by the charitable company for the year	15,748	26,075

At 31 August 2025 £9,480 was outstanding, paid in September 2025 (2024:£4,680)

19 Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Period	Year
	2025	2024
	£	£
Equipment		
Less than one year	1,291	435
One to five years	3,912	3,732

20 Contingent assets or liabilities

There are no contingent assets or liabilities at 31st August 2025 (2024:Nil).

21 Professional indemnity insurance

The charitable company has insurance to protect it from loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charitable company during the period totalled £307 (2024: £460).

22 Liability of members

The Green Corridor is a company limited by guarantee and has no share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

23 Ultimate controlling party

The charitable company was under the control of the Trustees during the period under review. There is no single ultimate controlling party.



THE GREEN CORRIDOR

England & Wales - Charity number 1092093

Accounts

GreenCorridor

Opening minds Opening opportunities



Annual Report

Financial Statements
year ending 31st December 2024



'Being here has made a huge difference from when she was at school.'

Parent During Annual Review

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Chair's introduction

I am delighted to introduce our annual report for 2024.

At Green Corridor we continue our mission to provide young people with Special Educational Needs with a high quality, safe, positive, and enriching learning experience. We provide study plans centred around horticulture or catering alongside a functional / general skills programme. It is our intent to harness the unique strengths and abilities of our learners, so they are happy and confident to take their next steps and are prepared to enjoy life. Each of our learners' transitions to a destination that is best for them, including working, further education and accessing the community.

2024 has been year of stabilisation, we continue to update the learning pathways, curriculum, navigated changes to government policy and refreshed our board, with the introduction of three new trustees, enabled through the stepping down of two longstanding trustees. We implemented a new governance structure across the board of trustees and senior leadership team, which has had an immediate positive impact, improved communication, and oversight.

The audited financial information in this annual report demonstrates that despite headwinds created by increased costs and lower learner numbers, Green Corridor is well placed financially as we close 2024 and move into 2025, with increased number of offers and acceptances for our September 2025 intake.

We have continued to refresh and make changes to the site, curriculum and most recently updated our strategy. The strategy continues to be central to all plans, activity, and objectives for the current and future years.

The response to all of these demonstrates the dedication of the entire team at Green Corridor and the effort to create an environment that provides a place for all learner and staff to thrive. I thank the team at Green Corridor for their dedication and hard work every day.

I would also like to take this opportunity to say thank you to all of our supporters and volunteers, throughout the past year, in particular Heathrow Airport, dnata, Sunbelt Rentals, Stockley Park, Wilson James & St Peter's Hospital, whose continued support is crucial to Green Corridor. This year these companies have committed, time, space, equipment, and funds to supporting Green Corridor and this has enabled us to look at further enriching the educational offering and experiences available.

As we look to coming year, we are pleased to welcome new and existing learners, continue to expand the offering at Green Corridor and improve the site to provide the best possible experience for our learners and staff.

Nicole Jennings

Chair of the board of trustees

20 June 2025

CEO's introduction

I am proud to introduce this annual report for 2024. Green Corridor continues to go from strength to strength and our learners have achieved many amazing things, often beyond their expectations and previous outcomes. Their progress is down to a combination of their hard work and the dedication of the staff team, trustees and volunteers. Highlights include the visit of the scissor truck from ddata that marked the beginning of a new partnership giving opportunities to our learners as well as our staff, the new PEP pathway and our partnership with Sunbelt Rentals.



The end of the academic year in July saw a number of learners passing qualifications: we celebrated 41 entry level qualifications and 1 Level 1 and 1 level 2, including many learners who had not achieved formal qualifications before. The end of year party proved to be a great opportunity to celebrate their success with the whole of Green Corridor.

September saw the launch of the pilot 'Personalised Employability Pathway' (PEP) which was just a single class in its first year, tutored by an experienced member of staff moving over from Horticulture. We have seen an increase in applications to this pathway in the autumn and expect this pathway to grow to 2 or 3 classes in 2025. Broadening our offer to help more learners experience Green Corridor came as a direct result of the strategy day reported on elsewhere.

We are very grateful for the number of volunteers who helped us this year – from the dedication of our trustees to over 100 volunteers, who worked with us either via various employers charity volunteer day schemes or from their own initiative which mean that our site continues to look beautiful all year round, and particularly in the growing season.

We have been continuing to grow our partnerships and recently we had a Road Safety awareness day run by Sunbelt. This was an essential and significant day for our learners and in our mission to help them become independent individuals, road safety is a large part of this.

Our Board of Trustees and Senior Leadership Team held a Strategy awayday to establish Green Corridor's strategic plans and we are excited to see this growth come to life as we continue to lay solid foundations for the future.

Since our last report, we have had a few changes in our Board of Trustees. In the summer, we said goodbye to one of our longest serving trustees Arnie who has contributed significantly to our growth and development over the years. At the same time, we welcome three new Trustees, Jason, Marisa, and Adam. Each bring a wealth of knowledge and experience. We will also be saying goodbye to Ashley this summer. Whilst we are always sad to see Trustees go, we are extremely grateful to Arnie and Ashley for everything they have done for Green Corridor.

A handwritten signature in black ink that reads "David Welch".

David Welch
Chief Executive Officer

About Green Corridor

Green Corridor is a charity that runs a Special Post-16 Institution (SPI) for learners aged 16–25 with an Education Health and Care Plan (EHCP). We specialise in Autism, working with about 50 learners each year on our site in Stanwell Moor, near Heathrow Terminal 5. Many of our learners have additional therapy funded through their EHCP, with over half having either Occupational Therapy or Speech and Language Therapy or both. During 2024 We offered learners Horticulture, Catering or our new Personalised Employment pathways, alongside functional skills, PSHE and careers curriculum. We also offer every learner an enrichment programme and work experience with local businesses and organisations to prepare our learners to take their next step – going into employment, a supported internship or social care.

Activities, Achievements and Performance

A new 3 year strategy for 2024–2026

As noted under ‘subsequent events’ in our 2023 report, the trustees met and agreed an ambitious new strategy in January 2024, focusing the leadership of the charity on 4 priorities for the next 3 years.

Mission

The trustees agreed that at Green Corridor our mission is that ‘We provide young people with Special Educational Needs with a safe, positive & enriching, quality learning experience’

Our Ambition

We are ambitious for our learners, and the trustees agreed that Green Corridor is seeking ‘*To make the best of our learners so they are happy, content & confident to take their next steps & are equipped to enjoy life. Each learner will transition to a destination that is best for them, including working, further education & accessing the community.*’

Our 4 Priorities

1. Service Offering

We want to prioritise what makes us different from other providers and to continue to develop our expertise and excellence. We are focused on our learners and ensuring that we are clear on whose needs we can meet. We want to offer a compelling curriculum that draws learners to our offering alongside supporting learners as they transition into and out of Green Corridor.

2. Strategic Partnerships

Green Corridor has built excellent links to the local communities that we serve over recent years, and we are prioritising further developing these partnerships – with local employers, other Further Education providers, local charities and supporting our learners’ families. This is to build connections that will improve outcomes for our learners and given them opportunities that would otherwise not be available to them.

3. Standards

Our work is only possible if we meet the standards expected of a Special Post-16 Institution and a well-run charity. We are accountable to the Charity Commission and Ofsted and seek to exceed the standards expected of us. We do this via good leadership and governance, staff training, the colleague proposition, good safeguarding systems and by measuring and improving our environmental impact.

4. Sustainable Model

We are seeking to be a charity here for the long term – providing our services and impacting learners long into the future. To do so we are prioritising work on our funding model and fee structures which, along with a focus on our costs, will help Local Authorities in their duty to get best value for their residents. We are also improving the way that we tell the story of our work to our key stakeholders and partners.

Our Values – as agreed in 2023

As noted in our previous annual report, the trustees agreed 3 values in July 2023 that Green Corridor stands for: Openness, Learning and Respect. We seek to model these in all our work – from the way we deal with staff and learners to the relationships we have with Local Authorities and our feeder schools.

Year 1 strategy Progress

Following the agreed strategy, the Senior Leadership Team (SLT) led by the CEO have worked hard to implement the first year of the plan. In September 2024 we launched the new pathway ('Personalised Employment Pathway') to improve our service offering in response to the requests of potential learners as assessed on our open days. The pathway has included 4 new learners in a pilot scheme in 2024, and applications for the pathway in 2025 mean that we are expecting to add new classes in September 2025. We have also clarified our admissions criteria for 2024 to help potential learners and families understand the profile of learners whose needs we are able to meet on our site. These new approaches led to 14% growth from 43 learners on roll in Jan-July 2024 to 49 on roll in September 2024.

Working with local partners has led to an increase in the number and type of work experience placements that we are able to offer our learners. We offer learners placements with 11 different partners (2023 we offered placements with 8 different partners). These include placements with Wilson James (who provide security services), Dovecote café (a local SEN café) and the Heathrow Special Needs Farm.

Other partnership working has led to a large charitable donation of £12,000 from Sunbelt Rentals and since the year end, dnata has committed to donating £120,000 of Apprenticeship Levy funding for us to train our staff in 2025, which will be used during 2025 and onwards. The trustees are grateful for the support of the local organisations and are looking forward to fostering even closer ties in 2025.

We have improved our colleague offer during the year – our annual benchmarking exercise resulted in new pay bands, and we have registered with the 'Living Wage Foundation' as a living wage employer – demonstrating our commitment to ensuring that staff are paid a fair day's pay for a fair day's work. We have also changed our EAP provider to one more aligned with our values. On top of this we have looked at ways to relieve pressure on staff by introducing a cleaning company to give our TA staff more time to do other elements of the role. We are actively looking at further improving the colleague offer in 2025.

During 2024 we revised our fee structure and charging model, seeking to more closely align the fees that we charge with the costs that we incur. The trustees seek to ensure that each programme is self-funding, and that we avoid cross-subsidising between the various programmes that we offer. This revised fee structure has achieved its goal of simplifying our charging and offer making process without increasing the overall average cost per learner. Increased income reported during the year is resulting from increased learner numbers on roll.

We are keen to ensure that Green Corridor is fit for today and prepared for the future. As such we believe that understanding and reducing our environmental impact is an important part of our

responsibility to our community. We struggled to complete an audit in 2024 due to difficulties finding a suitable audit partner but expect to do so early in 2025 with a view to understanding our carbon footprint and working to reduce carbon emissions from our work.

Learners' Destinations 2024

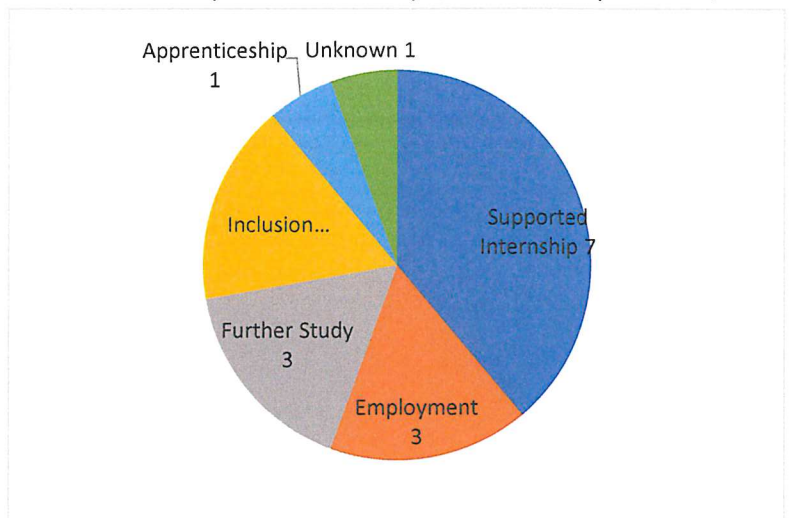
At Green Corridor, we pride ourselves on supporting our learners' transitions to meaningful opportunities after they complete their time with us. Our dedicated Careers Lead works individually with each learner throughout their journey, ensuring they are well-prepared for their next steps.

Our tracking shows that our 2024 graduates have successfully transitioned into four main pathways:

1. **Direct Employment:** One of our learners secured a position with a local scaffolding firm.
2. **Supported Internships:** We've established valuable partnerships with local Supported Internship including a prestigious hotel group and a major shopping centre, providing three of our learners with structured workplace experiences that often lead to permanent positions.
3. **Further Study:** Six of our learners choose to continue their educational journey with other providers, building upon the foundation we've helped them establish.
4. **Social Care:** We worked closely with local authorities to ensure appropriate social care arrangements for three of our learners who required ongoing support.

Many of our leavers return to visit, sharing their successes with both staff and learners and maintaining the supportive relationships they've built here.

We carefully track the destinations of the learners who leave Green Corridor – and we work hard to ensure that they have a positive destination when they leave us. Broadly learners end up in 1 of 4 different destinations: Direct Employment, Supported Internship, Further Study (at another provider) or Social Care. Our leavers in 2024 went on to things that include working in the kitchen of a pub, working on a farm, supported internships with a local hotel group or local authority provided social care. We keep in touch with learners after they have left, and many enjoy popping back over the summer and beyond as they see Green Corridor as home from home. We employ a Careers Adviser specifically to work with learners during their time here to help them make the best move for them after they leave. Our 2024 destinations are shown in the graph.



Safeguarding

Safeguarding is a key foundation of the work at Green Corridor, and the Trustees work hard to ensure that a robust policy is in place and is followed at all times. The Board receives a Safeguarding Report at each meeting, and a named Trustee has responsibility to visit regularly to satisfy himself that Green Corridor comply with the policy. The Trustees review the number of safeguarding incidents, the number of serious incidents reported to the Local Authority and visits to dip test both the record keeping and

processes. The CEO and Chair regularly review the Single Central Record to ensure that all staff and visitors are compliant with the safer recruitment policy of the Board.

In 2024, 4 required reporting to the Local Authority. These are logged by the Safeguarding Team and trustees regularly monitor all incidents and actions including those not meeting the threshold for reporting. The staff safeguarding team meets weekly with additional meetings as required. The SENCO meeting with the Safeguarding trustee quarterly and as required in addition. Our Ofsted inspection in November 2023 (report published Feb 2024) covered elsewhere in this report found that we had made 'Significant' progress in our Safeguarding practice, the highest level that can be achieved during a monitoring visit.

Our Safeguarding trustee has changed from Arnie Wickens to Marisa Sefton and We want to thank Arnie for all of his hard work and dedication to the board and the safeguarding sub-committee during his time working with Green Corridor.

Admissions Criteria

The opening of the new pathway agreed by the board in January 2024 has led to a broadening of the cohort of learners on site. Whilst we remain committed to the new needs profile criteria of 2023, we are now able to make offers to a more diverse range of learners in terms of their subject preferences. Many learners come to us from school at age 16 or 18, and like many young people this age they are not clear on what they want to do longer term. Our historic catering and horticulture pathways work well for learners interested in working in those industries, learners who were not sure what they wanted to do were not suited to these and we were not able to meet their needs. The new pathway means that we are now able to meet the needs of learners who have similar needs profiles but are unsure about their future career aspirations, and therefore we can now meet their needs and admit them to Green Corridor. This has also increased the gender diversity of learners on roll.

Therapies

We offer learners therapies as dictated by their needs outlined in their EHCPs. This is mainly 37 Learners who have Occupational Therapy (OT) and 43 learners who have Speech and Language Therapy (SaLT). We also offer physiotherapy to 4 learners and counselling to 7 learners. The SENCO works in collaboration with therapists and therapy assistants to ensure every learner receives the appropriate type and quantity of therapy they require as outline on each individual EHCP. Both formal and informal assessments throughout the year ensure progress is monitored effectively.



Equality, Diversity and Inclusion

We have reviewed and reflected on our recruitment processes, to ensure that our selection process is fair, reviewing job descriptions every time we recruit to ensure they are based on essential requirements for the role, and we give a flavour of interview questions to candidates in advance of the interview to support our neurodiverse candidates, for a number of our roles we do a practical assessment as well as interview, we will look to expand this to the majority of roles. We have gone from 9% in 2022, to 22% in 2023 to 27.5% who do not identify as white British during 2024. This is much closer to the 51.82% of residents in the local community of Hillingdon, 52% of residents in Hounslow, and larger than the 15.5% of Surrey residents who identify as non-white British. 46% of employees consider themselves to have a disability, learning difficulty or on going health condition. During the period of this report, we have broadened our advertising to target a wider audience, and have begun to measure Equality, Diversity and Inclusion throughout our promotion and training opportunities as well as our recruitment. We intend to adapt our processes further in order to improve our inclusivity and reduce barriers for neurodiverse applicants and employees.

Our Gender pay gap for 2024 was 0.88% median (14.18% mean), this is slightly larger than 2023, where it was -2.4% median (9% mean), with lower quartile 20% male, 80% female lower middle quartile, 32% male, 68% female, upper middle quartile 42% male, 58% female, and upper quartile, 30% male and 70% female. With only the lower quartile changing from with lower quartile 36% male, 64% female in 2023 to 27% male and 73% female between 2023 and 2024. Men make up 30% of our workforce.

Ofsted

The charity is registered with Ofsted (number: 146362). We were last inspected by Ofsted on 29th and 30th November 2023, with the report published by Ofsted in February 2024. We reported on this in our 2023 annual report. We anticipate a full inspection within 18 months of the publication of this Ofsted report. The board is monitoring the changing inspection landscape carefully as we are aware that our next inspection may use different measurables and grading criteria. We continue to focus on the areas outlined in the Ofsted report and remain determined to improve outcomes for all our learners.

A particular focus for 2024 was ensuring that all our learners progress is monitored and reviewed, leading to greater collaboration across departments and targeted interventions where necessary. We have also focused on improving our therapy offer which led to a new approach being taken by the therapy team, including working with a new therapy provider.

Green Corridor remains committed to ensuring that the quality of our provision does not get diluted by the organic growth that is planned for 2025, which means that our future strategy includes increasing our investment in quality during the coming year.

Our Staff - Thanks

2024 has been a year of continued and sustained growth and improvement, none of which would be possible without our wonderful staff and volunteers. Green Corridor ends the year in a strong financial and staff position for 2025 with exciting plans for both strategic and organic growth in the coming years. Green Corridor remains a life changing place for our learners who make good progress in our provision and is now a place where staff also talk about the positive experience that working here is. Our staff do more for our learners than the norm, and we want to put on record our thanks to them.

The board wishes to extend particular thanks for the work of the volunteers at Green Corridor, including 2 trustees who resigned during the year: the former Chair of Trustees, Ruth Kennedy whose determined leadership was vital to the charity during her time as chair and Arnie Wickens who as our longest serving trustee and Designated Safeguarding Trustee has given many hours to ensure the safety of our learners and Green Corridor's current success. Thank you.

Subsequent Events

In early 2025 the board met to assess progress against the 3 year strategy and to consider future goals and plans. The board reaffirmed their strategy and agreed further goals for 2025-2027.

Reference and Administrative Information

Company number	04267457 incorporated in England & Wales
Charity number	1092093 registered in England & Wales
Charity Name	'The Green Corridor' known as 'Green Corridor'

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Ruth Kennedy (Chair) [resigned 25th Jan 2024]
 Arnie Wickens (resigned 18th Sep 2024)
 Nigel Fishwick (Vice Chair) [resigned as Vice Chair 25th Jan 24]
 Nicole Jennings (Chair) [appointed Chair 25th Jan 2024]
 Amanda Owen (Vice Chair) [appointed as vice Chair 25th Jan 2024]
 Gareth Hughes
 Ashley de Safrin
 Jim Snaith (appointed 22nd Feb 2024)
 Jo Salisbury (appointed 22nd Feb 2024)
 Jason Knight (appointed 18th Sep 2024)
 Marisa Sefton (appointed 18th Sept 2024)
 Adam Sunderland (appointed 18th Sep 2024)

Key management personnel

David Welch: Chief Executive Officer
 Tim Whitelaw: Head of Education
 Dawn Mowbray: Careers Lead
 Sarah Jones: HR manager
 Lily McCurdy: SENCO

Registered office and operational address:

Green Corridor,
 Main Road Nurseries, Stanwell Moor Road,
 Staines-upon-Thames. TW19 6BS

Web address and phone number: www.greencorridor.org.uk
 01753 687236

Auditor

Azets Audit Services, Gladstone House, 77-79 High Street, Egham Surrey TW20 9HY

Bankers

CAF Bank Limited	Virgin Money PLC	Lloyds Bank PLC
25 Kings Hill Avenue	Jubilee House	PO Box 1000
Kings Hill,	Gosforth	Andover
West Malling	Newcastle upon Tyne	BX1 1LT
Kent, ME19 4JQ	NE3 4PL	

Solicitors

Russell-Cooke Solicitors
 2 Putney Hill, London, SW15 6AB

Trustees Statement

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report and the audited financial statements for the year ended 31 December 2024. The information contained on pages 3-13 forms part of the Trustees report and should be read in conjunction with it.

The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as members of the Trustee Board. In setting the activities of the charity, the trustees have had due regard to the public benefit guidance issued by the charity commission.

Structure, Governance and Management

Governing Document

Green Corridor is a Charitable Company limited by guarantee, incorporated on 9th August 2001 and registered as a charity 17th May 2002. The company was established under a Memorandum and Articles of Association in 2001, which have since been updated on 7th October 2010, and is constituted as a company limited by guarantee. In the event of the company being wound up members guarantee to contribute an amount not exceeding £1.

Recruitment, Retirement, Appointment, Induction and Training of New Trustees.

Under the requirements of the Articles of Association, at the first Board meeting of each calendar year one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office. Any Trustee who was elected for the first time during the previous calendar year shall not count towards the calculation of one third. The Trustees to retire at the first Board meeting of each calendar year are those who have been longest in office since their last election. A retiring Trustee shall be eligible for re-election by the other Trustees. After being re-elected 3 times, Trustees should consider stepping down for at least a year before being considered for re-election.

However, a Trustee may stand for re-election on his fourth retirement since his initial election for a further term without taking a period out of office (the length of term to be decided by the Board) provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the notes to the accounts. Trustees are recruited via various advertising routes including recognised trustee recruitment websites with a job description of the key skills, knowledge or experience being sought and an overview of the role and essential duties of a trustee. Selection is through a two-stage process involving the Chair, CEO and Trustees as deemed appropriate.

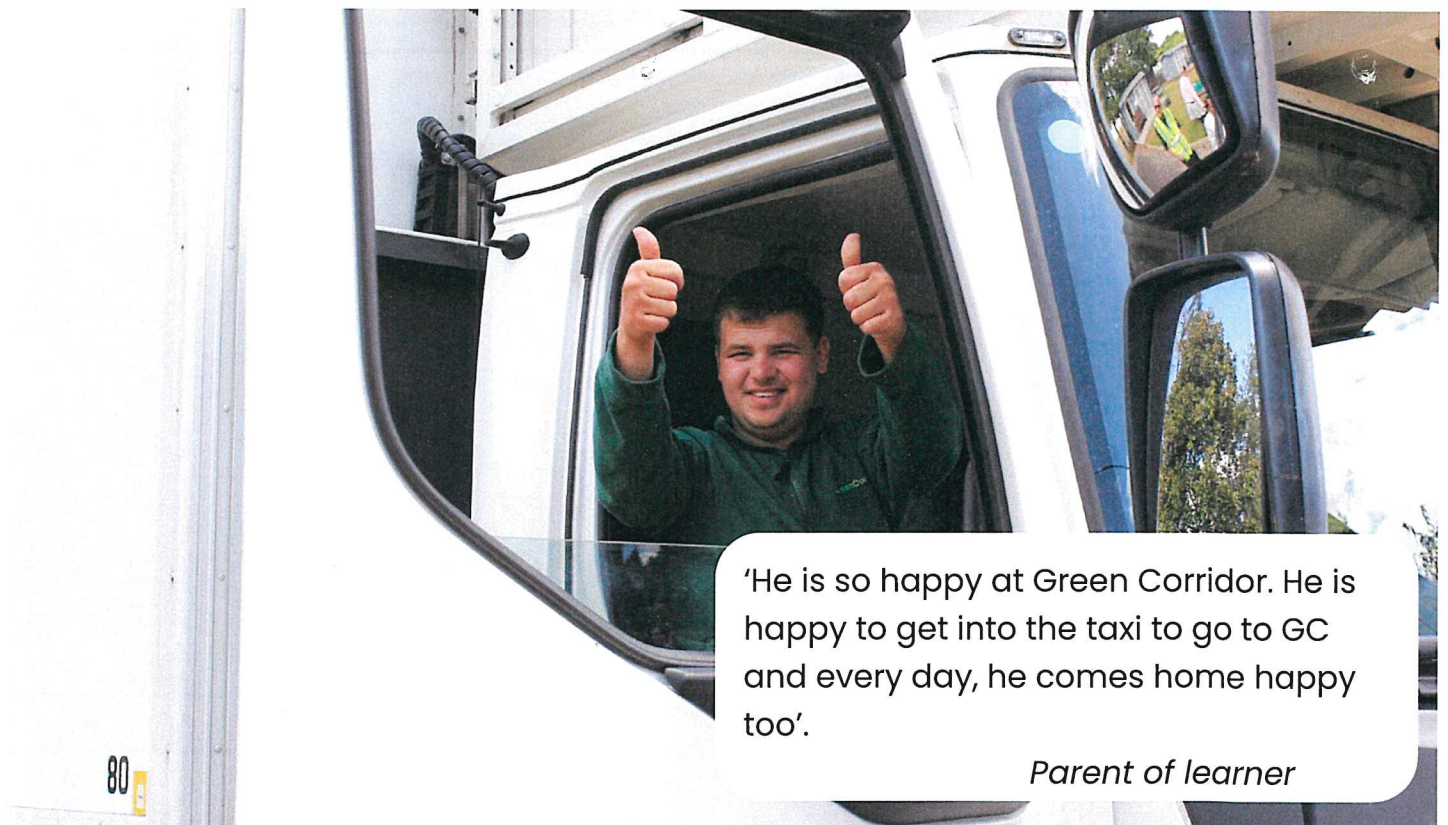
All new Trustees undertake an induction process including a briefing on our Strategic Plan, current 3-year Business Plan, Strategic Risk Register and access to a range of Charity Commission 'Essentials' series such as charity finances. To increase the contribution that new Trustees can make, and to aid continued professional development, we also signpost to appropriate training, publications and webinars from the Directory of Social Change (DSC), National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO). Green Corridor has a Board of Trustees that acts as a Management Committee. The Trustees meet at least termly (normally quarterly) and are responsible for the strategic direction and policies of the charity. At present the Committee has eight members from a variety of professional backgrounds relevant to the work of the charity.

Organisational Structure and Decision Making.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive Officer (CEO). The CEO is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Trustee Board has conducts regular reviews of the major risks to which the charity is exposed. A strategic risk register is regularly reviewed, with an identified member of the board having the risk portfolio. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, learners and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

The Board of Trustees met 4 times during 2024 for formal business meetings.



Future Plans

We are committed to ensuring that we provide an inspirational learning environment such that young people upon leaving are able to move on to positive destinations. The number of EHCPs is increasing nationally and the demand for places remains strong. We are committed to continuing to provide the highest quality provision and as such to balance this with the number of learners who we offer places to. The Board has reviewed the vision and mission in January 2024 in the light of the recent growth and change that Green Corridor has experienced. The board plans to grow the impact of the charity by increasing learner numbers in a sustainable way, and to consider offering a broader range of subjects/pathways to potential learners, who are all at similar levels of ability to the learners we already work with. The strategic plan agreed in January 2024 includes specific targets and plans to underpin this growth.

Our Partners and Funders

Our work would not be possible without the partners that have worked with us throughout the year, including our landlord: Heathrow Airport Limited (HAL), Local Authorities, various Grant Making Trusts, Sunbelt Rentals, dnata, Wilson James Ltd and the individuals and companies that have donated funds or time to our work. Thank you. We have worked to develop our volunteering programme this year, and would like to extend our thanks to the volunteers we have welcomed on to our site during the year, including volunteers from LexisNexis and Heathrow.

Remuneration Statement

Green Corridor relies on Education, Health and Care Plan (EHCP) funding from our various Local Authority partners and income from grant awarding bodies; so, it is critical that these monies are spent wisely and always to the benefit of our learners to ensure we deliver a high quality and value for money service. To do this in the year to December 2024 we employed 42 staff (2023 – 39) who provide the essential tutelage and support services to deliver our education, training and employment services.

Staff costs of £1,373,268 (2023: £1,208,930) including salaries, pension and national insurance contributions make up the largest proportion of the annual cost of running Green Corridor (circa 64%). The charity has undertaken a benchmarking exercise in 2024 and continues to ensure salaries are in line with median pay points for the sector. The trustees consider the bandings of the roles and the pay levels of these bands in our June board meeting each year and considers the advice of the REMCO subcommittee in all matters related to pay. A pay proposal is drafted by the HR Manager and CEO for the REMCO to consider which is presented to the full board for approval. Pay of key management personnel is considered by REMCO as part of this process. CEO pay is reserved to the board and discussed at the June meeting without any staff members present. Any pay adjustments are made in time for the new academic year in September. In 2024 one member of staff was paid more than £80,000 but less than £90,000 (2023: One member of staff was paid more than £70,000).

Complaints

A total of 0 complaints were received by the Board during 2024 through the Whistleblowing and Grievance policies (2023: 0). This is unchanged on last year. The board's improved policies and processes continue to tackle issues pre-emptively and successfully. The board monitors complaints through the whistleblowing and grievance policies very carefully.

One referral was made to the Teacher Referral Agency (TRA) in 2023 about a former member of staff and the board will act on any recommendations when they are received. The backlog at the TRA means that no formal recommendations have been so far received.

Compliance with Fundraising Standards

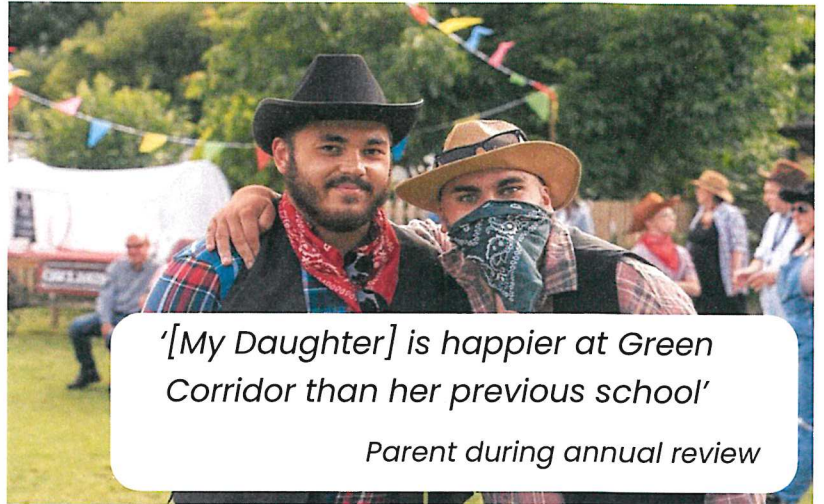
Green Corridor continues to ensure that all Trustees, staff and volunteers carrying out fundraising activity act in accordance with the Code of Fundraising Practice as outlined in our Fundraising Policy. In particular, we will adhere to the principles of the Code, namely that our fundraising will always be legal, honest, open and respectful.

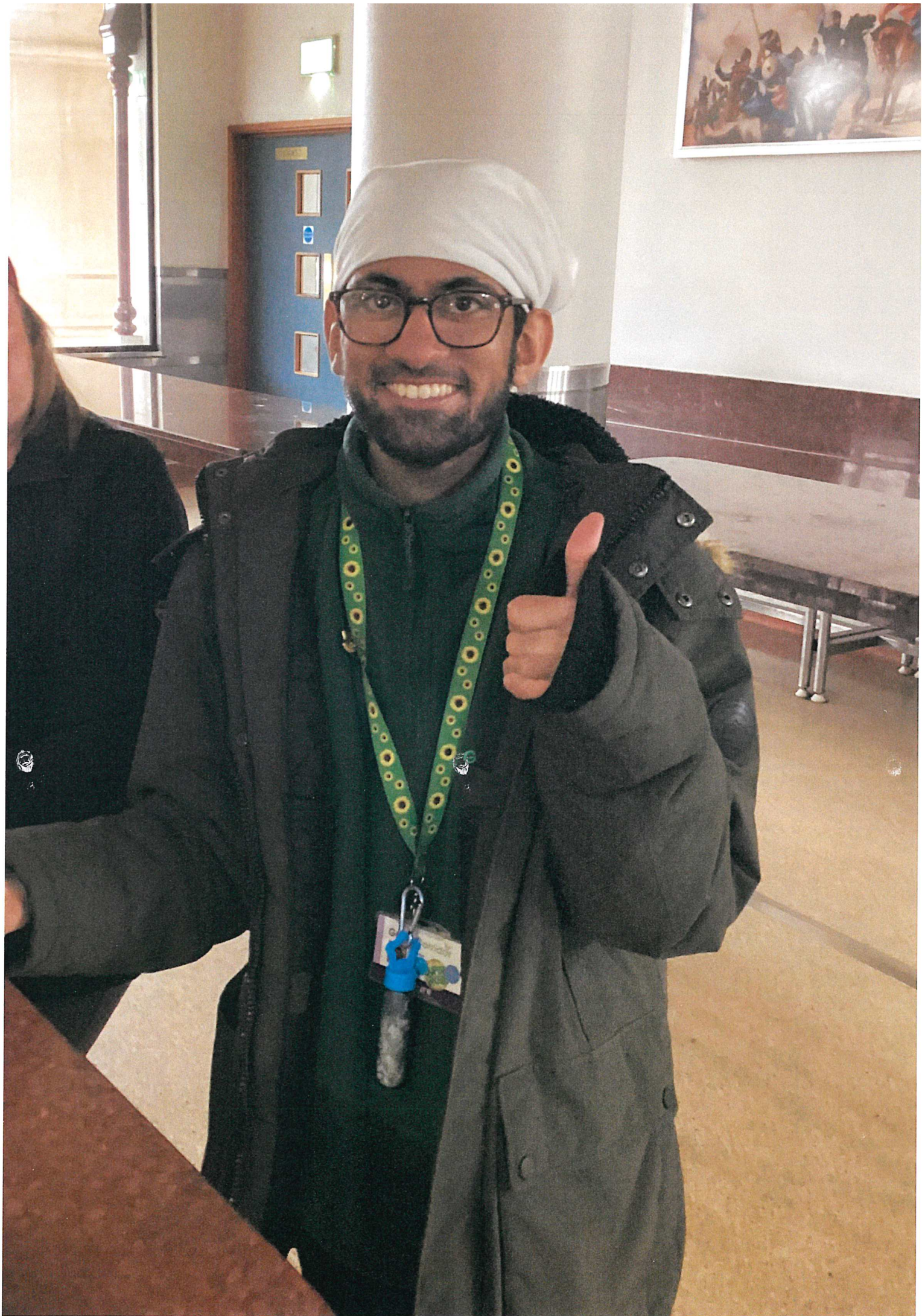
During the year we did not employ external professional fundraisers and we received no complaints regarding our fundraising activities. Our website outlines both our Fundraising and our Grievance Policies to the general public. We also

adhere to the Charities Protection and Social Investment Act 2016 to ensure we protect vulnerable people from making donations to us if they do not have the mental capacity to do so.

Trustee Insurance

Trustees benefit from the professional indemnity insurance purchased by the charitable company. Further details are given in note 22.





Financial Review

The principal funding sources for the charity during 2024 came from fee-earned income of £1,300,922 (2023: £1,304,065) which was 66% of total income (2023: 64%) from Education, Health and Care Plans and Direct Funding from ESFA (Education & Skills Funding Agency) of £667,533 (2023: 739,017). This increase in fee-earned income is as a direct result of the charity's strategy to increase the number of learners referred on Educational Health Care Plans from local authorities.

Income from donations and grants remains lower than historic trends due to the continued impact of Covid at £192,112 (2023: £102,534). This includes provision of our site, grant funding from National Lottery and DfE Capital Funds. DfE revenue is recognised as part of the fee earned income above.

Expenditure of all our income is on activities centred on those whom we try to help as described above. All our charitable activities focus on linking young people with the environment around them, engaging them in volunteering, accredited training programmes and practical education opportunities to improve their self-confidence and self-esteem, allowing them to move on to positive destinations after their time with us – either direct employment, a supported internship or social care.

Reserves and Investment Policies

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation which include loss of donation income and loss of EHCP contracts. The Board continues to grow its unrestricted reserves in line with policy to an equivalent of 6 months' expenditure. This year our unrestricted surplus of £194,417 (2023: £23,763) means that our unrestricted reserves stand at £814,641 (2023: £620,224) which is 5.0 months of expenditure. We are 1.0 months (£161,492) below our 6-month target, which we forecast to achieve in the early months of 2025. £99,481 (2023: £167,305) of the charity's unrestricted reserves comprises tangible fixed assets. As such, the charity's free reserves at 31 December 2024 were £715,160 (2023: £452,919).

In addition to our unrestricted reserves, we have additional restricted reserves totalling £32,000 (made up of Lottery fund £20,000 and Sunbelt £12,000, both of which have funded the purchase of a minibus in 2025). Total reserves including funds restricted to a specific purpose are £846,641 (2023: £623,037). Our strategy is to continue to build reserves through future operating surpluses but to also judiciously invest cash reserves to allow for sustained expansion of our services to accommodate up to 64 learners in our provision.

Risk Management

Trustees are responsible for overseeing the charity's risk management activities. The Board effectively manages Green Corridor's risks through a Strategic Risk Register which is a standing agenda item at Board meetings.

Trustees collate strategic risks into key categories and continue to direct the CEO to reduce these risks to as low as reasonably practicable in order to allow the charity to meet its objectives. The board have identified strategic risks allied to Governance, Finance and operational risks which include changes to government policy and process as well as ensuring that key relationships which enable Green Corridor to operate are maintained at multiple levels within both Green Corridor and our partners.

The Trustees have reviewed the major risks and are satisfied that all possible precautions have been taken to minimise them. Internal systems and procedures are in place to control all financial transactions and ensure that all activities comply with regulations covering the health and safety of learners, staff, volunteers and visitors.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Green Corridor for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Charities SORP;
- Make judgments 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; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable the Trustees to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The 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 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. Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 December 2024 was 10 (2023: 8). Trustees are members of the charity, but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Trustee Remuneration

No Trustees were paid for their work as Trustees, and the amount of Trustee expenses paid during the year was £0 (2023: £62.50).

Auditor

Azets Audit Services was appointed as the charitable company's auditor during the year. The Trustees' annual report has been prepared in accordance with small companies' regime under the Companies Act 2006.

Approved by the Board on 20th June 2025 and signed on their behalf by



Nicole Jennings (Chair)

Dated: 20th June 2025

Independent Auditor's Report to the Trustees

Opinion

We have audited the financial statements of The Green Corridor (the 'charitable company') for the year ended 31st December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2024, and of its 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 requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in

the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, including the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable 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, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an

audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement arising from fraud is also higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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.

Azets Audit Services

Paul Creasey (Senior Statutory Auditor)

For and on behalf of Azets Audit Services

Gladstone House

77-79 High Street

Egham Surrey

TW20 9HY

Date: 20/06/2025

Financial Report

Statement of Financial Activities

Including Income and Expenditure Account, for the year ended 31st December 2024

		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
		£	£	£	£
				2024	2023
Income	Notes				
Donations and legacies	3	110,436	81,676	192,112	102,534
Interest received		12,281	-	12,281	5,983
Charitable activities	4	1,300,922	667,533	1,968,455	2,035,576
Total income		1,423,639	749,209	2,172,848	2,144,093
Expenditure:	5				
Raising funds		25,620	-	25,620	46,505
Charitable activities		1,203,602	720,022	1,923,624	2,073,825
Total expenditure		1,229,222	720,022	1,949,244	2,120,330
Net income/(expenditure) and net movement in					
funds for the year		194,417	29,187	223,604	23,763
Reconciliation of funds					
Total funds brought forward		620,224	2,813	623,037	599,274
Total funds carried forward		£ 814,641	£ 32,000	£ 846,641	£ 623,037

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities. The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006. The notes on pages 27 to 38 form part of these accounts.

Balance Sheet

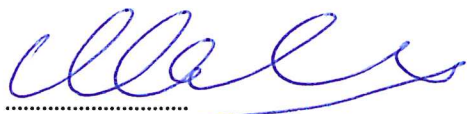
As at 31 December 2024

	Note	2024		2023	
		£	£	£	£
Fixed assets					
Tangible Assets	9		99,481		167,305
Current assets					
Debtors	10	68,635		185,966	
Cash at bank and in hand		762,100		370,958	
			830,735		556,924
Liabilities:					
Creditors: Amount falling due within one year	11	(83,575)		(101,192)	
Net current assets			747,160		455,732
Net assets			846,641		623,037
The funds of the charity:					
Restricted income funds	14		32,000		2,813
Unrestricted income funds					
General reserve			814,641		620,224
Total charity funds			846,641		623,037

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies

The notes on pages 27 to 38 form part of these accounts.

The accounts were approved by the Board on 20th June 2025



Nicole Jennings (Chair)

Trustee

Charity Registration No. 1092093, Company Registration No. 04267457

Statement of cash flows

For the year ended 31 December 2024

	Note	<u>2024</u> £	<u>2023</u> £
Cash flows from operating activities	A	413,574	264,344
Cash flows from investing activities			
Interest received		12,281	5,983
Purchase of fixed assets		(25,343)	-
Net cash used in/(provided by) investing activities		(13,062)	5,983
Cash flow from financing activities			
Interest paid		(1,037)	(13,446)
Short term loan received		-	100,000
Short term loan repaid		(8,333)	(91,667)
Net cash used in/(provided by) financing activities		(9,370)	(5,113)
Change in cash and cash equivalents in the year		391,142	265,214
Cash and cash equivalents at the beginning of the year		370,958	105,744
Cash and cash equivalents at the end of the year		<u>762,100</u>	<u>370,958</u>

(A) Reconciliation of net income to net cash flow from operating activities:

	<u>2024</u> £	<u>2023</u> £
Net income / (expenditure) for reporting period (as per statement of financial activities)	223,604	23,763
Interest received	(12,281)	(5,983)
Interest paid	1,037	13,446

Depreciation charge		93,167	115,386
(Increase)/decrease in debtors		117,331	152,041
Increase/(decrease) in creditors		(9,284)	(34,309)
Net cash used in operating activities	A	413,574	264,344
		2024	2023
		£	£

Analysis of cash and cash equivalents

Cash at bank and in hand		762,100	370,958
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Analysis of changes in net funds

	01/01/2024	Cashflow	31/12/2024
Cash and Cash Equivalents			
Cash	370,958	391,142	762,100
Bank Loan	(9,370)	9,370	-
Total	361,588	400,512	762,100

Notes to the financial statements for the year ended 31 December 2024

1 Statutory information

The Green Corridor is a private charitable company limited by guarantee, registered in England and Wales. The registered office and principal place of business is Stanwell Moor Road, Staines-upon-Thames, Middlesex, TW19 6BS. The functional currency is sterling.

2 Accounting policies

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Charities SORP FRS 102, Charity SORP effective from 2019) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b Public benefit entity

The Green Corridor meets the definition of a public benefit entity under FRS102.

c Going concern

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next reporting period. There are no material uncertainties about The Green Corridor's ability to continue as a going concern and the charitable company can comfortably operate based on confirmed funding with sufficient reserves.

d Income

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to particular categories of income:

Where donations and grants are restricted to future accounting periods, they are deferred and recognised in those future accounting periods. Grants for immediate financial support and assistance, or to reimburse costs previously incurred, are recognised immediately.

Income from charitable activities comprises training, educational and volunteer programmes which are included when receivable. Charitable activities also include commissioned work carried out by The Green Corridor staff and learners and grants awarded for activities undertaken by the charitable company's project partners.

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f Expenditure and basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis with the irrecoverable element of VAT included with the item to which it relates and has been classified under headings that aggregate all costs related to the category.

The allocation basis is reviewed annually and has been updated as follows:

- 30% of the CEO's time is allocated to governance, 30% to support costs including organisational development, with 40% allocated to education, training and employment development and managing frontline staff.
- 50% of the Marketing & HR Officer is allocated to raising funds and 50% to support.

- 100% of the Administrator role is allocated to support.
- 100% of the Premises Staff are allocated to support.
- Telephone, insurance, payroll, utilities & security are fully allocated to support.
- Accountancy is allocated 50% to governance and 50% to support

The balance of staff costs and other costs are allocated directly to the frontline delivery of education, training and employment of young people.

Payments to partners working on specifically funded projects have been disclosed separately in the Statement of Financial Activities and allocated to the period in which the expenditure is incurred.

g Tangible fixed assets and depreciation

The charitable company operates a policy of capitalising fixed asset items over £1,000. 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. The principal annual rates used for this purpose are:

- Plant and machinery: 33% on cost
- Kitchen: 25% on cost
- Portable Classrooms: 25% on cost
- Computer Equipment: 33% on cost
- Motor vehicles: 25% on cost
- Site improvements & internal building works: 25% on cost

h Leasing and hire purchase commitments

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the lease term.

i Pensions

The charitable company operates an Auto Enrolment defined contribution pension scheme and makes contributions equivalent to a minimum of 3% of gross salaries on behalf of its employees. Contributions are charged to the Statement of Financial Activities as they are incurred. The charitable company has no liability under the scheme other than for the payment of those contributions. Employees are automatically enrolled into this scheme, but can opt out if they wish in line with Government legislation.

j Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The Trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

k Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

o Fundraising

The Green Corridor does not use 3rd party fundraising organisations. Funds are raised through grants from Trusts, Foundations and Government grants and contracts. A small amount of donations and funds raised are received from individuals and from partner company charity days and fundraising efforts.

Notes to the financial statements for the year ended 31 December 2024:

continued

3 Donations and legacies	Unrestricted	Restricted	Total
	£	£	£
Other donations	2,376	-	2,376
Product Sale	267	-	267
National Lottery Fund	-	20,000	20,000
DfE Capital Fund	-	49,676	49,676
Donations Non Gift Aid	5,286	12,000	17,286
Other Income	2,507	-	2,507
Heathrow Airport Ltd Gift in Kind - Building & Land	100,000	-	100,000
	110,436	81,676	192,112

Donations and legacies - prior year comparative

	£	£	£
<i>Grant</i>	851	-	851
Heathrow Airport Ltd Gift in Kind - Building & Land	100,000	-	100,000
<i>Other donations</i>	1,683	-	1,683
	102,534	-	102,534

The premises from which the charitable organisation operates on a lease from Heathrow Airport Limited. A new lease agreement was renewed on 2nd October 2024 for 5 years at a consideration of 1 peppercorn per annum. The lease rent/benefit received is recognised in the accounts at the annual rental equivalent value of £100,000 (2023 - £100,000).

4 Income from charitable activities	Unrestricted	Restricted	Total
	£	£	£
Income from Education Health Care Plans	1,300,922	-	1,300,922
Education and Skills Funding Agency	-	667,533	667,533
	1,300,922	667,533	1,968,455

Income from charitable activities - prior year comparative

2023

	£	£	£
Income from Education Health Care Plans	1,296,214	-	1,296,214
Education and Skills Funding Agency Income from training provision	-	739,017	739,017
Corporate volunteer days and other Fundraising sales	345	-	345
	1,296,559	739,017	2,035,576

5 Analysis of expenditure

	Cost of raising funds £	Charitable activities Education Training Employment £	Governance costs £	Support costs £	Restricted Expenditure	2024 Total £
Staff costs	17,389	573,195	32,612	82,539	667,533	1,373,268
Direct project costs	-	121,849	-	-	2,813	124,662
Staff training	-	11,374	-	-	-	11,374
Audit fees	-	-	12,750	-	-	12,750
Trustee related	-	-	54	-	-	54
Depreciation	-	43,492	-	-	49,676	93,168
Gift in Kind	-	100,000	-	-	-	100,000
Premises	-	63,898	-	21,540	-	85,438
Other costs	2,191	6,014	2,433	137,892	-	148,530
	19,580	919,822	47,849	241,971	720,022	1,949,244
Support costs	5,043	236,928	-	(241,971)	-	-
Governance costs	997	46,852	(47,849)	-	-	-
Total expenditure 2024	25,620	1,203,602	-	-	720,022	1,949,244
Of the total expenditure:		Unrestricted	Restricted		Total	
2024		1,229,222	720,022		1,949,244	
2023		2,120,330	-		2,120,330	

Notes to the financial statements for the year ended 31 December 2024: continued

5 Analysis of expenditure – prior year comparative

	Charitable activities				2023 Total £
	Cost of raising funds £	Education Training Employment £	Governance costs £	Support costs £	
Staff costs	35,245	1,029,231	25,560	118,894	1,208,930
Direct project costs	-	242,096	-	-	242,096
Staff training	-	29,228	-	-	29,228
Audit fees	-	-	6,000	-	6,000
Trustee related	-	-	2,544	-	2,544
Depreciation	-	115,386	-	-	115,386
Gift in Kind	-	100,000	-	-	100,000
Premises	-	100,683	-	7,068	107,751
Other costs	1,167	7,107	7,872	292,249	308,395
	36,412	1,623,731	41,976	418,211	2,120,330
Support costs	9,173	409,038		(418,211)	-
Governance costs	921	41,055	(41,976)	-	-
Total expenditure 2023	46,506	2,073,824	-	-	2,120,330

6 Net income for the year (after charging)

	2024 £	2023 £
Depreciation of tangible fixed assets owned by the charitable company	93,167	115,386
Operating lease rentals; equipment	461	271
Audit	12,750	6,000

Notes to the financial statements for the year ended 31 December 2024: continued

7 Staff costs

Staff costs during the year were:	2024	2023
	£	£
Salaries and wages	1,232,426	1,088,809
Social Security costs	114,767	96,437
Other pension costs	26,075	23,684
	1,373,268	1,208,930

Number of employees

The average monthly number of employees during the year was:

	2024	2023
Training	31	34
Support	11	5

The key management personnel of the charitable company included the Trustees and those listed on page 12. Total employee benefits paid to key management personnel including NIC and pension were £298,622 (2023: £238,461). One employee was paid between £90,001 – £100,000 (2023: one employee between £70,001 – 80,000).

8 Comparative Funds – Statement of Financial Activities for the Year Ended 31 December 2023

		Unrestricted Funds	Restricted Funds	Total Funds 2023
Income	Notes	£	£	£
Donations and legacies	3	102,534	-	102,534
Interest received		5,983	-	5,983
Charitable activities	4	2,035,576	-	2,035,576
Total income		2,144,093	-	2,144,093
Expenditure:	5			
Raising funds		46,505	-	46,505
Charitable activities		2,073,825	-	2,073,825
Total expenditure		2,120,330	-	2,120,330
Net income/(expenditure) and net movement in funds for the year				
Reconciliation of funds		23,763	-	23,763
Total funds brought forward		596,461	2,813	599,274
Total funds carried forward		£ 620,224	£ 2,813	£623,037

Notes to the financial statements for the year ended 31 December 2024: continued

9 Tangible fixed assets

	Computer Equipment	Machinery Plant & Machinery	Motor Vehicles	Kitchen	Site	Furniture & Fixtures	Total
Cost:	£	£	£	£	£	£	£
At 1 January 2024	65,100	149,738	20,919	78,254	241,670	-	555,681
Additions at cost	21,441	2,722	-	-	-	1,180	25,343
Disposals	-	-	-	-	-	-	-
At 31 December 2024	86,541	152,460	20,919	78,254	241,670	1,180	581,024
Depreciation:							
At 1 January 2024	52,568	130,921	20,919	78,254	105,714	-	388,376
Charge for year	13,725	18,926	-	-	60,417	98	93,167
On disposals	-	-	-	-	-	-	-
At 31 December 2024	66,293	149,847	20,919	78,254	166,131	98	481,543
Net book value:							
At 31 December 2024	20,248	2,613	-	-	75,539	1,082	99,481
<i>At 31 December 2023</i>	<i>12,532</i>	<i>18,817</i>	<i>-</i>	<i>-</i>	<i>135,956</i>	<i>-</i>	<i>167,305</i>

10 Debtors	2024	2023
Due within one year:	£	£
Trade debtors	38,987	93,607
Accrued income and other debtors	9,207	82,577
Prepayments	14,137	9,782
Staff Loan	6,304	-
	68,635	185,966

11 Creditors	2024	2023
Amounts falling due within one year:	£	£
Trade creditors	32,701	16,608
Social Security and other taxes	29,418	27,992
Pension	4,680	10,482
Other creditors	211	211
Accruals	16,565	32,888
Deferred income	-	3,641
Bank loan	-	9,370
	83,575	101,192

Notes to the financial statements for the year ended 31 December 2024: continued

12 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund Balances at 31 December 2024 are represented by:			
Tangible Fixed Assets	99,481	-	99,481
Current Assets	798,735	32,000	830,735
Creditors: Amounts falling due within one year	(83,575)	-	(83,575)
Total net assets	814,641	32,000	846,641

13 Analysis of net assets between funds - comparative 2023

	Unrestricted Funds £	Restricted Funds £	Total Funds £
Fund Balances at 31 December 2023 are represented by:			
Tangible Fixed Assets	167,305	-	167,305
Current Assets	554,111	2,813	556,924
Creditors: Amounts falling due within one year	(101,192)	-	(101,192)
Total net assets	620,224	2,813	623,037

14 Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At Jan 2024 £	Incoming £	Outgoing £	At Dec 2024 £
Restricted Funds				
Heathrow Community Trust	2,813	-	(2,813)	-
National Lottery Fund	-	20,000	-	20,000
DfE Capital Fund	-	49,676	(49,676)	-
Donations Non Gift Aid - Sunbelt	-	12,000	-	12,000
ESFA	-	667,533	(667,533)	-
Total Restricted Funds	2,813	749,209	(720,022)	32,000
Unrestricted funds:				
General funds	620,224	1,423,639	(1,229,222)	814,641
Total funds	623,037	2,172,848	(1,949,244)	846,641

Restricted Funds – description

Heathrow Community Trust: funding to purchase equipment to facilitate learner enrichment activities.

National Lottery and Sunbelt : funding to purchase Green Corridor Minibus

15 Funds – comparative 2023

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At Jan-2023	Incoming	Outgoing	At Dec-2023
	£	£	£	£
Restricted Funds				
Heathrow Community Trust	2,813	-	-	2,813
Total Restricted Funds	2,813	-	-	2,813
Unrestricted funds:				
General funds	596,461	2,144,093	(2,120,330)	620,224
Total funds	599,274	2,144,093	(2,120,330)	623,037

16 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part II of the Corporation Tax Act 2010.

17 Related parties

There are no related party transactions to disclose for 2024 (2023: none). There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

18 Trustees

None of the trustees (or any person connected with them) received any remunerations from the charity during the year. Reimbursements claimed £0 in 2024 (2023: £62.50) for travelling and other expenses and no payments were made direct to third parties.

19 Pension and other post-retirement benefit commitments

Defined contribution	2023	2023
	£	£
Contributions payable by the charitable company for the year	26,075	23,684

At 31 December 2024 £4680 was outstanding, paid in February 2025 (2023: £10,482).

20 Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

Equipment	2024	2023
	£	£
Less than one year	435	245
One to five years	3,732	551

21 Contingent assets or liabilities

There are no contingent assets or liabilities at December 2024 (2023:Nil).

22 Professional indemnity insurance

The charitable company has insurance to protect it from loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charitable company during the year totalled £460 (2023: £526).

23 Liability of members

The Green Corridor is a company limited by guarantee and has no share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

24 Ultimate controlling party

The charitable company was under the control of the Trustees during the period under review. There is no single ultimate controlling party.



Donate to
Children
in need

Children in need

Children in need

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THE GREEN CORRIDOR

England & Wales - Charity number 1092093

Accounts

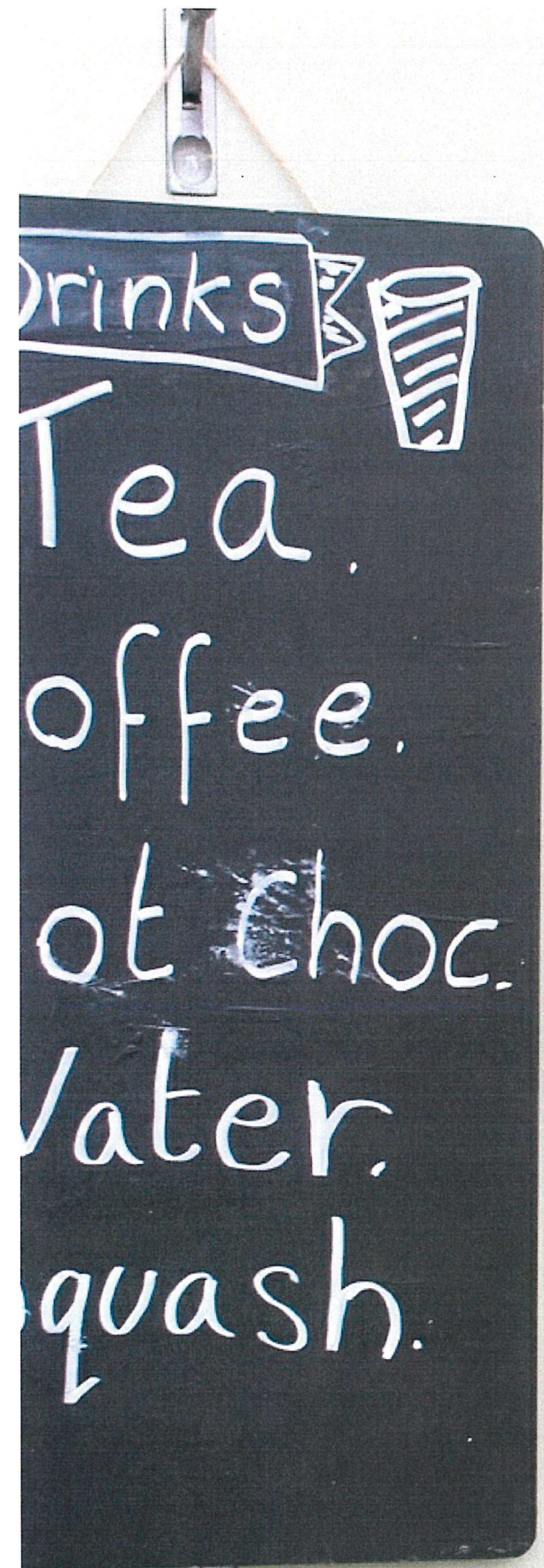
GreenCorridor

Opening minds Opening opportunities



Annual Report

Financial Statements
year ending 31st December 2023



'It's very refreshing to hear a teacher talk about a student's future.'

Parent During Annual Review

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Chair's introduction

I am delighted to introduce our annual report for 2023.

At Green Corridor our mission is to provide young people who have Special Educational Needs with a high quality, safe, positive and enriching learning experience. We provide pathways centred around either horticulture or catering alongside a functional skills programme. It is our ambition to harness the unique strengths and abilities of our learners, so they are happy, content and confident to take their next steps and are prepared to enjoy life. We aim for each of our learners to transition to a destination that is best for them, including working, further education and accessing the community. We achieve this through values of Openness, Respect and Learning.

Green Corridor has continued to provide our unique service to learners, parents, carers and staff throughout 2023. It has been year of change as we had our first OFSTED inspection, updated the curriculum, navigated the changing landscape of policy and funding and made significant changes to our leadership team.

This financial information in this annual report is accurate and signed off by our auditors and demonstrates that despite headwinds created by lower learner numbers, Green Corridor is well placed financially as we close 2023 and move into 2024, with increased number of offers being given for our September 2024 intake.

We welcomed our CEO, David Welch in February 2023 and refreshed the senior leadership team in the past year, a number of which were internal promotions, demonstrating our commitment to staff development. We have over the past year refreshed the site, curriculum and strategy. The strategy is central to the all plans, activity and objectives for the current and future years.

The response to all of these demonstrates the dedication of the team at Green Corridor and the effort to create an environment that provided a place for all learner and staff to flourish. I thank the team at Green Corridor for their ongoing commitment and hard work.

I would also like to take the opportunity to thank all of our supporters and volunteers, throughout the past year, in particular Heathrow Airport, whose unwavering support is crucial to Green Corridor.

As we look to the future, we are excited to build on this year's accomplishments, setting our sights on positive impact through expansion of the curriculum, refreshing parts of the site and providing the best possible experience for our learners.

Nicole Jennings

Chair of the board of trustees

18th September 2024

CEO's introduction

The past few years have been difficult for many of us, particularly for learners like those we work with who are facing complex and challenging situations. Changing policy and funding landscapes mean that stability and certainty can be hard to find, and we know that this is unusually challenging for our learners. This annual report demonstrates Green Corridor's response to this environment, and how we are seeking to maximise the opportunities that our learners have to flourish, both during their time with us, but also in their next step having left our provision.



During the year we have worked with 74 different learners – of which 31 left us in during the year to move on to new destinations – we report the detail of this later in the report. This year has been focused on building firm foundations for the future – addressing the challenges of establishing our offering within the local SEN community, with a clear and distinctive purpose and meeting our learners' unique needs in Green Corridor's unique ways.

At Green Corridor we are proud of our learner-centred approach which allows us to tailor pathways and approaches that best suit the individual learner. From careful consideration of their needs at the beginning of the consultation process through to specific work experience based on their interests and preferences, we know that what we provide makes a real difference to the learners' lives – our learners, their families and the other professionals around them tell us so in annual reviews and spontaneously throughout the year. We use the statutory annual review process to review both progress and our own work. We also use it to plan for the learners' future. Our high-quality, accredited, vocational learning is done in small class sizes of no more than 6, allowing for appropriate stretch and challenge and different communication styles. This approach also applies to functional skills and our enrichment and careers programmes.

During the year, we refocused our provision on learners who would most benefit from what we provide. This means that we made the decision to stop working with learners who needed personal care and learners who use wheelchairs as our site does not provide well for these needs. Green Corridor's unique approach means that our learners come from a wide distance – and during 2023 we worked with 10 Local Authorities (2022: 10) as far away as High Wycombe and Hammersmith and Fulham as well as many learners coming from our 'home' Local Authority of Hillingdon. Our refocused admissions criteria mean that we specialise in working with young people who haven't achieved a GCSE prior to attending Green Corridor, but who have a 'demonstrable ability to learn'. We have ambitious plans to improve our provision and to grow our impact in the coming years, and we were delighted that Ofsted were able to recognise this during our routine monitoring visit that happened in November, and which is reported on later in this report.

Finally, I would like to thank Ruth Kennedy who stepped down as chair of trustees in January 2024 just after the reporting period covered by the report – her leadership over the last few years made a significant difference to our learners and staff and we are grateful for the time, effort and skill that she gave to Green Corridor.

A handwritten signature in black ink that reads "David Welch".

David Welch

Chief Executive Officer

About Green Corridor

Green Corridor is a charity that runs an independent learning provision for learners aged 16-25 with an Education Health and Care Plan (EHCP). We specialise in Autism, working with about 45 learners each year on our site in Stanwell Moor, near Heathrow Terminal 5. Many of our learners have additional therapy funded through their EHCP, with about half having either Occupational Therapy or Speech and Language Therapy or both. During 2023 We offered learners either Horticulture or Catering pathways, alongside a functional skills and careers curriculum. We also offer every learner an enrichment programme and work experience with local businesses and organisations to prepare our learners to take their next step – going into employment, a supported internship or social care.

Vision¹

All our young people with special educational needs have the opportunity to achieve their fullest potential and participate in all aspects of life in their communities.

Mission¹

- Improve access for disadvantaged 16-25 year-olds to education, training and employment through practical horticulture and catering skills;
- Change perceptions to increase employment opportunities for young people with special educational needs and learning difficulties; and
- Connect our young people with their local communities by increasing and integrating volunteering activities into our learning programmes to promote the benefits of growing your own and healthy eating to all participants.

Values

The trustees met in July 2023 to reflect on the values of the organisation. During this meeting we discussed the approach that we would like to take in working with our key stakeholders – our Learners, families, Local Authorities, Staff, Volunteers and Trustees. The trustees agreed three values for our work:

1. **Openness** – we seek to be open and honest in our approach to all our work – including in our relationships with staff, learners, Local Authorities and other partners. This transparency allows us to build deeper relationships and benefits our learners by helping them and those around them to work together for their benefit.
2. **Learning** – We embed learning at all levels of Green Corridor, from trustees to visitors. We want to ensure that everyone continues to learn and develop through their time with us. We encourage all staff to undertake regular training, from mandatory safeguarding training to CPD that continues to grow skills and interests, demonstrating that learning is for all, not just learners.
3. **Respect** – everyone deserves respect. We believe in treating people with care and consideration. We help our learners and staff to listen to one another, and to amplify their voices both internally and with those around them.

¹ We revised our Vision and Mission along with further developing our strategy in January 2024, after the period covered by this report.

Activities, Achievements and Performance

2023 – A year of building Firm Foundations

2023 was marked by building firm foundations for the future – ensuring that Green Corridor meets the needs of current learners and those who will be joining us in the future. We have addressed the admissions criteria to clarify whose needs we are able to meet, and ensured that the provision is working to the standards expected by the trustee board, Ofsted and our Local Authority partners. This has meant that the Senior Leadership Team has been appointed by the new CEO to work collaboratively with all staff to improve standards and behaviour. The board has carefully monitored the staff turn over and morale, with staff surveys and exit interviews forming an important part of the process of improving our offering to staff and through them to our learners.

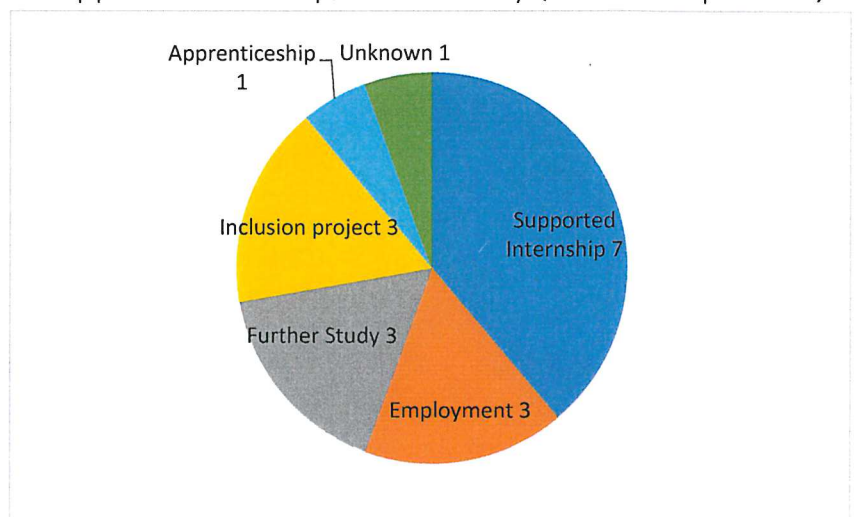
There was a considerable amount of staff change early in the year, but this quickly stabilised following the appointment of David Welch as CEO in February 2023. Learner numbers have been broadly stable, and income has remained in line with these learner numbers, with the board forecasting 15% growth in learner numbers and income in quarter 4 of 2024. Morale has improved with the 2023 staff survey reporting an average satisfaction rating of 8.6 out of 10, with a rating of 9 out of 10 for the effectiveness of senior management in guiding and leading the organisation. Ofsted inspected the provision as expected in November (as reported on elsewhere) and the board welcomed their conclusions and agreed with the areas identified for improvement. The Quality Improvement Plan is addressing the identified issues to ensure that the board’s improvement ambitions are met.

As noted in last year’s annual report under ‘Subsequent events’ Henrick Winter-Olsten (interim CEO) left on 13 January 2023.

Learners’ Destinations 2023

We carefully track the destinations of the learners who leave Green Corridor – and we work hard to ensure that they have a positive destination when they leave us. Broadly learners end up in 1 of 4 different destinations: Direct Employment, Supported Internship, Further Study (at another provider) or Social Care. Our leavers in 2023

went on to things that include working in the kitchen of a pub, working on a farm, supported internships with a local hotel group or local authority provided social care. We keep in touch with learners after they have left, and many enjoy popping back over the summer and beyond as they see Green Corridor as home from home. We employ a Careers Adviser specifically to work with learners during their time here to help them make the best move for them after they leave. Our 2023 destinations are shown in the graph.



Safeguarding

Safeguarding is a key foundation of the work at Green Corridor, and the Trustees work hard to ensure that a robust policy is in place and is followed at all times. The Board receives a Safeguarding Report at each meeting, and a named Trustee has responsibility to visit regularly to satisfy himself that Green Corridor comply with the policy. The Trustees review the number of safeguarding incidents, the number of serious incidents reported to the Local Authority and visits to dip test both the record keeping and processes. The CEO and Chair regularly review the Single Central Record to ensure that all staff and visitors are compliant with the safer recruitment policy of the Board.



*'Green Corridor changed my son's life'
Parent, During site visit*

In 2023, one serious incident (2022: one) met the threshold for reporting to the Local Authority. These incidents and lower level incidents are logged by the Safeguarding Team. Trustees regularly monitor all incidents and actions including those not meeting the threshold for reporting to the Local Authority. The safeguarding team meets weekly with additional meetings as required and they meet with the Safeguarding trustee quarterly and as required in addition. Our Ofsted inspection in November 2023 (report published Feb 2024) covered elsewhere in this report found that we had made 'Significant' progress' in our Safeguarding practice, the highest level that can be achieved during a monitoring visit.

Refocussing of Provision and Admissions Criteria

Following a review of the site and the admissions criteria it was decided that they site was not suitable for wheelchair users due to the uneven nature of the ground and the boggy nature associated with the longer periods of rain in the winter. It was also decided that learners who needed personal care on a regular basis would be better suited to a site where they have more appropriate facilities. This review led to the 'life skills' class being discontinued in July 2023 as they all needed various forms of personal care. The board has clearly focussed our provision on learners who have not achieved any GCSEs but who have a demonstrable ability to learn. In 2023 we admitted learners with autism who showed an interest in either the horticulture or catering offer of the provision in this category. Learners are assessed on an individual basis by the admissions team. Offers are made to learners based on our ability to meet their needs as expressed in the EHCP and in consultation with the relevant local authority as required by the SEND code of practice. Many of our learners visit the site as a part of the consultation process.

Therapies

We offer learners therapies as dictated by their needs outlined in their EHCPs. In 2023 this included 14 Learners who have Occupational Therapy (OT) and 35 learners who have Speech and Language Therapy (SaLT). We also offered physiotherapy to 3 learners and counselling to 8 learners. The SENCO

works in collaboration with therapists and therapy assistants to ensure every learner receives the appropriate type and quantity of therapy they require. Assessments throughout the year ensure progress is monitored effectively.

Equality, Diversity and Inclusion

We have reviewed and reflected on our recruitment processes, to ensure that our job descriptions and interview questions use language that is inclusive and based on essential requirements for the role. During 2023 our refocussed efforts led to a dramatic increase in our staff team's diversity and improving pay equality. During 2023 we have gone from 9% to 22% who do not identify as white British. This is much closer to the 48.2% of residents in the local community of Hillingdon who are white². 34% of employees consider themselves to have a disability or on going health condition. During the period of this report, we have broadened our advertising to target a wider audience, and have begun to measure Equality, Diversity and Inclusion throughout our promotion and training opportunities as well as our recruitment. We intend to adapt our processes further in order to further improve our inclusivity. Our focus for 2024 will be to reduce barriers for neurodiverse applicants and employees.

Our Gender pay gap for 2023 was -2.4% median (9% mean), with lower quartile 36% male, 64% female lower middle quartile, 27% male, 73% female, upper middle quartile 36% male, 64% female, and upper quartile, 30% male and 70% female. We do not have figures for 2022 for gender pay gap reporting.

2023 Ofsted inspection ('Monitoring Visit')

The charity is registered with Ofsted (number: 146362). We were inspected by Ofsted on 29th and 30th November 2023, with the report published by Ofsted in February 2024. We expect a full inspection within 18 months of the publication of this Ofsted report. The 2023 inspection was a routine 'Monitoring Visit' as we are a new provision. The inspection focussed on 3 themes:

1. How much progress have leaders and managers made in designing and delivering relevant learning programmes that are clearly defined and tailored to suit the individual needs of learners?
2. How much progress have leaders and managers made to ensure that learners benefit from high quality learning programmes that develop independence, communication and skills and help them to achieve their personal and/or work-related goals?
3. How much progress have leaders and managers made in ensuring that effective safeguarding arrangements are in place?

The full report can be viewed on the Ofsted website: <https://files.ofsted.gov.uk/v1/file/50238985>. The inspectors found that we have made 'reasonable' progress in the first 2 themes, and 'significant' progress in the third theme. Monitoring visits (and as of Sept 24 all Ofsted reports) do not give a 'one word judgement' and therefore we do not have one to report. The board welcomed the Ofsted report as marking an endorsement of the work of the staff team and trustees to ensure that we are making progress. The trustees remain ambitious for our future and are working hard to ensure that the senior staff team have plans in place to further develop the provision. Green Corridor has a Self-Assessment Report (SAR) and a Quality Improvement Plan (QIP) to address the areas identified in the SAR. These are routinely monitored by the Senior Leadership Team at Green Corridor, and trustees were involved in the production of the SAR in September 2023. Ofsted said 'Staff

² ONS statistics from 2021 census

demonstrate high levels of kindness and care towards learners. Learners feel well supported and safe. They enjoy going to college and know who to speak to if they have any worries or problems.'

Our Staff – Thanks

We would like to thank all our staff who have worked tirelessly to deliver excellent results for our learners. 2023 has been a very significant year of growth and stabilisation for the charity, and this has been achieved through the hard work and dedication of the staff. Green Corridor is a life changing place for our learners who make good progress in our provision which is down to the staff who go above and beyond what is required for the benefit of our learners.

Subsequent Events

In early 2024 the board met to consider future strategy for 2024-2026. This included evaluating the vision and mission of the charity alongside a clear plan to develop the charity to ensure it remains focussed on its objectives. This has led to a third 'Personalised Employment Pathway' being offered to learners from September 2024, which broadens our appeal to learners with needs we can meet, but who aren't interested in catering or horticulture. This reduces the risk of learner numbers fluctuating due to changing preferences.

Government requirements have changed for Functional Skills, requiring all non-exempted learners to study a minimum of 4 hours of maths and 3 hours of English each week from September 2024. We have responded by adjusting timetables and staffing accordingly.

Ruth Kennedy Resigned as both chair of the trustee board and as a trustee in January 2024, and the board would like to put on record their thanks for her dedication, hard work and wisdom in leading the charity as chair of trustees until her resignation. Nigel Fishwick stood down as vice-chair of the board at the same time and we extend our thanks to him too. He remains on the board.

Reference and Administrative Information

Company number	04267457 incorporated in England & Wales
Charity number	1092093 registered in England & Wales
Charity Name	'The Green Corridor' known as 'Green Corridor'

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Ruth Kennedy (Chair) [resigned 25th Jan 2024]
 Arnold Wickens
 Nicola Leonard [resigned 19th June 2023]
 Nigel Fishwick (Vice Chair) [resigned as Vice Chair 24th Jan 2024]
 Nicole Jennings [appointed chair 24th Jan 2024]
 Amanda Owen [appointed vice Chair 24th Jan 2024]
 Gareth Hughes
 Ashley de Safrin
 James Snaith (appointed 22nd Feb 2024)
 Jo Salsbury (appointed 22nd Feb 2024)

Key management personnel

Henrick Olsten-Winter Interim CEO (left 13th Jan 2023)
 David Welch: Chief Executive Officer (from 20th Feb 2023)
 Tim Whitelaw: Head of Education (from 17th April 2023)
 Dawn Mowbray
 Sarah Jones: HR manager (from 11th April 2023)
 Lily McCurdy: SENCO (from 31st July 2023)

Registered office and operational address:

Green Corridor,
 Main Road Nurseries, Stanwell Moor Road,
 Staines-upon-Thames. TW19 6BS

Web address and phone number: www.greencorridor.org.uk
 01753 687236

Auditor

MG Audit Services, 166 College Road, Harrow, Middlesex, HA1 1BH

Bankers

CAF Bank Limited	Virgin Money PLC	Lloyds Bank PLC
25 Kings Hill Avenue	Jubilee House	PO Box 1000
Kings Hill,	Gosforth	Andover
West Malling	Newcastle upon Tyne	BX1 1LT
Kent, ME19 4JQ	NE3 4PL	

Solicitors

Russell-Cooke Solicitors
 2 Putney Hill, London, SW15 6AB

Trustees Statement

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report and the audited financial statements for the year ended 31 December 2023. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as members of the Trustee Board.

Structure, Governance and Management

Governing Document

Green Corridor is a Charitable Company limited by guarantee, incorporated on 9th August 2001 and registered as a charity 17th May 2002. The company was established under a Memorandum and Articles of Association in 2001, which have since been updated on 7th October 2010, and is constituted as a company limited by guarantee. In the event of the company being wound up members guarantee to contribute an amount not exceeding £1.

Recruitment, Retirement, Appointment, Induction and Training of New Trustees.

Under the requirements of the Articles of Association, at the first Board meeting of each calendar year one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office. Any Trustee who was elected for the first time during the previous calendar year shall not count towards the calculation of one third. The Trustees to retire at the first Board meeting of each calendar year are those who have been longest in office since their last election. A retiring Trustee shall be eligible for re-election by the other Trustees. After being re-elected 3 times, Trustees should consider stepping down for at least a year before being considered for re- election.

However, a Trustee may stand for re-election on his fourth retirement since his initial election for a further term without taking a period out of office (the length of term to be decided by the Board) provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the notes to the accounts. Trustees are recruited via various advertising routes including recognised trustee recruitment websites with a job description of the key skills, knowledge or experience being sought and an overview of the role and essential duties of a trustee. Selection is through a two-stage process involving the Chair, CEO and Trustees as deemed appropriate.

All new Trustees undertake an induction process including a briefing on our Strategic Plan, current 3-year Business Plan, Strategic Risk Register and access to a range of Charity Commission 'Essentials' series such as charity finances. To increase the contribution that new Trustees can make, and to aid continued professional development, we also signpost to appropriate training, publications and webinars from the Directory of Social Change (DSC), National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO). Green Corridor has a Board of Trustees that acts as a Management Committee. The Trustees meet at least termly

(normally quarterly) and are responsible for the strategic direction and policies of the charity. At present the Committee has eight members from a variety of professional backgrounds relevant to the work of the charity.

Organisational Structure and Decision Making.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive Officer (CEO). The CEO is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Trustee Board has conducts regular reviews of the major risks to which the charity is exposed. A strategic risk register is regularly reviewed, with an identified member of the board having the risk portfolio. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, learners and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The Board of Trustees met 4 times during 2023 for formal business meetings.



Future Plans

We are committed to ensuring that we provide an inspirational learning environment such that young people upon leaving are able to move on to positive destinations. The number of EHCPs is increasing nationally and the demand for places remains strong. We are committed to continuing to provide the highest quality provision and as such to balance this with the number of learners who we offer places to. The Board has reviewed the vision and mission in January 2024 in the light of the

recent growth and change that Green Corridor has experienced. The board plans to grow the impact of the charity by increasing learner numbers in a sustainable way, and to consider offering a broader range of subjects/pathways to potential learners, who are all at similar levels of ability to the learners we already work with. The strategic plan agreed in January 2024 includes specific targets and plans to underpin this growth.

Our Partners and Funders

Our work would not be possible without the partners that have worked with us throughout the year, including our Landlord: Heathrow Airport Limited (HAL), Local Authorities, various Grant Making Trusts, HSS limited and the individuals and companies that have donated funds or time to our work. Thank you. We have worked to develop our volunteering programme this year, and would like to extend our thanks to the volunteers we have welcomed on to our site during the year, including volunteers from LexisNexis and Heathrow.

Remuneration Statement

Green Corridor relies on Education, Health and Care Plan (EHCP) funding from our various Local Authority partners and income from grant awarding bodies; so, it is critical that these monies are spent wisely and always to the benefit of our learners to ensure we deliver a high quality and value for money service. To do this in the year to December 2023 we employed 39 staff (2022 – 51) who provide the essential tutelage and support services to deliver our education, training and employment services.

Staff costs of £1,208,930 (2022: £1,362,373) including salaries, pension and national insurances contributions) make up the largest proportion of the annual cost of running Green Corridor (circa 56%). The charity has undertaken a benchmarking exercise in 2023 and will look to ensure salaries are in line with median pay points for the sector. We have considered the bandings of the roles and the pay levels of these bands in our September board meeting. In future years this will form a part of our agenda in the summer board meeting so any pay adjustments can be made in time for the new academic year in September. In 2023 one member of staff was paid more than £70,000 but less than £80,000 (2022: One member of staff was paid more than £60,000 but less than £70,000).

Complaints

A total of 0 complaints were received by the Board during 2023 through the Whistleblowing and Grievance policies (2022: 2). This is a decrease of 2 from last year. The board has improved policies and processes following 2022 which has led to this improved performance. The board monitors complaints through the whistleblowing and grievance policies very carefully.

One referral was made to the Teacher Referral Agency (TRA) about a former member of staff and the board will act on any recommendations when they are received.

Compliance with Fundraising Standards

Green Corridor continues to ensure that all Trustees, staff and volunteers carrying out fundraising activity act in accordance with the Code of Fundraising Practice as outlined in our Fundraising Policy. In particular, we will adhere to the principles of the Code, namely that our fundraising will always be legal, honest, open and respectful.

During the year we did not employ external professional fundraisers and we received no complaints regarding our fundraising activities. Our website outlines both our Fundraising and our Grievance Policies to the general public. We also adhere to the Charities Protection and Social Investment Act 2016 to ensure we protect vulnerable people from making donations to us if they do not have the mental capacity to do so.





Financial Review

The principal funding sources for the charity during 2023 came from fee-earned income of £1,304,065 (2022: £1,838,425) which was 64% of total income (2022: 81%) from Education, Health and Care Plans.

Income from donations and grants remains lower than historic at £102,534 (2022: £125,099).

Expenditure of all our income is on activities centred on those whom we try to help as described above. Our charitable activities focus on linking young people with the environment around them, engaging with them in volunteering, accredited training programmes and practical education opportunities to improve their self-confidence and self-esteem, allowing them to move on to positive destinations after their time with us – either direct employment, a supported internship or social care.

Reserves and Investment Policies

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation which include loss of donation income and loss of EHCP contracts. The Board continues to grow its unrestricted reserves in line with policy to an equivalent of 6 months' expenditure. This year our surplus of £31,614 (2022: £266,508) means that our reserves stand at £628,075 (2022: £596,461) which is 3.6 months' of expenditure. Total reserves including funds restricted to a specific purpose are £630,888 (2022: £599,274). Our strategy is to continue to build reserves through future operating surpluses but to also judiciously invest cash reserves to allow for sustained expansion of our services to accommodate up to 64 learners in our provision.

Risk Management

Trustees are responsible for overseeing the charity's risk management activities. The Board effectively manages Green Corridor's risks through a Strategic Risk Register which is a standing agenda item at Board meetings.

Trustees collate strategic risks into key categories and continue to direct the CEO to reduce these risks to as low as reasonably practicable in order to allow the charity to meet its objectives.

The Trustees have reviewed the major risks and are satisfied that all possible precautions have been taken to minimise them. Internal systems and procedures are in place to control all financial transactions and ensure that all activities comply with regulations covering the health and safety of learners, staff, volunteers and visitors.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Green Corridor for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Charities SORP;
- Make judgments 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; and

- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

The Trustees have considered the charity's ability to continue as a going concern. The charity currently operates from leased premises for which the lease agreement has not yet been renewed. The charity is in ongoing discussions with the landlord to secure a renewed lease agreement. While the absence of a formal renewal presents uncertainty, the Trustees have received assurances from the landlord that the charity may continue to occupy the premises under the current terms until a new agreement is finalized. Additionally, the charity has adequate financial resources and a healthy cash flow, which will support operations over the foreseeable future.

The Trustees have reviewed the charity's forecasts and projections, considering the expected income and expenditure, and they are confident that the charity has sufficient resources to meet its obligations as they fall due. Based on this, the Trustees have a reasonable expectation that the charity will be able to continue its operations for the next 12 months and beyond. Therefore, the financial statements have been prepared on a going concern basis.

The Trustees acknowledge the risk that if a new lease agreement is not secured, alternative arrangements for premises may be required, which could impact the charity's operations.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The 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 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.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 December 2022 was seven (2021: 7). Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Trustee Remuneration

No Trustees were paid for their work as Trustees, and the amount of Trustee expenses paid during the year was £2,544 (2022: £2,315).

Auditor

MG Audit Services was appointed as the charitable company's auditor during the year.

The Trustees' annual report has been prepared in accordance with small companies' regime under the Companies Act 2006.

Approved by the Board and signed on their behalf by



Nicole Jennings (Chair)

Dated: 18th September 2024

Independent Auditor's Report to the Members

Opinion

We have audited the financial statements of The Green Corridor (the 'charitable company') for the year ended 31st December 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flow and Notes to the Financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2023 and of its results for the year then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty relating to going concern.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. However, we would like to draw attention to Note 22 of the financial statements which states that the operating lease agreement for use of the land has expired, and the renewal of this lease is still outstanding as at the date of our audit report. As stated in Note 22, these events or conditions, along with matters set forth in Note 21, indicate that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears

to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves, or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the financial statements have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception.

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's report.

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

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements.
- sufficient accounting records have not been kept, or returns adequate for our audit have not been received; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charitable company and sector, we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to, the companies Act 2006, Charities Act 2011, and other legislation and regulation through the Charity Commission for England and Wales and we considered the extent to which non-compliance might have a material effect on the financial Statements. We also considered those laws and regulations that have a direct impact on the preparation of financial statements.

Our audit procedures included a range of substantive tests, analytical procedures, and risk assessments that were tailored to the specific characteristics of the charity and its operational environment. We assessed the risk of material misstatement due to fraud, including the risk of management override of controls, and designed our audit procedures accordingly. However, the following factors affect the extent to which fraud may be detected:

- There are inherent limitations in any audit, including the risk that some fraud may go undetected due to the limitations of audit procedures and the ability of individuals to override controls or manipulate accounting records.
- The detection of fraud often requires the exercise of professional judgment, including the consideration of indicators, circumstances, and patterns that may suggest fraudulent activities.
- Fraudulent activities may involve collusion among individuals within the charity, and efforts to conceal such activities can make detection challenging.
- Our audit procedures are designed to focus on material misstatements. Therefore, smaller irregularities or instances of fraud that do not individually or collectively meet the materiality threshold may not be detected.

Despite these limitations, we conducted our audit in accordance with the International Standards on Auditing (UK) issued by the Financial Reporting Council (FRC) and followed ethical standards. We have no reason to believe that material irregularities or fraud, if they exist, have not been appropriately disclosed or addressed by the charity's management.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (i.e., gives a true and fair view).
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities of the charity to express an opinion on the financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities is available on Financial Reporting Council's website at: <https://www.frc.org.uk/our-work/Audit/Audit-and-Assurance/standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

Use of our report

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.

.....
Gavin Fernandes FCA, CTA (Senior Statutory Auditor)
For and on behalf of MG Audit Services Limited, Statutory Auditor
166 College Road
Harrow
HA1 1BH

Date.....

Financial Report

Statement of Financial Activities

Including Income and Expenditure Account, for the year ended 31st December 2023

		Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
Income	Notes	£	£	£	£
Donations and legacies	3	102,534	-	102,534	125,099
Interest received		5,983	-	5,983	989
Charitable activities	4	2,035,576	-	2,035,576	2,260,671
Total income		2,144,093	-	2,144,093	2,386,759
Expenditure:	5				
Raising funds		46,506	-	46,506	27,834
Charitable activities		2,073,824	-	2,073,824	2,101,383
Total expenditure		2,120,330	-	2,120,330	2,129,217
Net income/(expenditure) before disposal of fixed assets		23,763	-	23,763	257,542
Disposal of fixed assets		-	-	-	-
Net income/(expenditure) & net movement in funds for the year		23,763	-	23,763	257,542
Reconciliation of funds					
Total funds brought forward		596,461	2,813	599,274	341,732
Total funds carried forward		620,224	2,813	623,037	599,274

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages from 26 to 35 form part of these accounts.

Balance Sheet

As at 31 December 2023

	Note	<u>2023</u>		<u>2022</u>	
		£	£	£	£
Fixed assets					
Tangible Assets	9		167,305		282,691
Current assets					
Debtors	10	185,966		338,007	
Cash at bank and in hand		370,958		105,744	
		<u>556,924</u>		<u>443,751</u>	
Liabilities:					
Creditors: Amount falling due within one year	11	(101,192)		(127,168)	
Net current assets / (liabilities)			455,732		316,583
Net assets			623,037		599,274
The funds of the charity:					
Restricted income funds	14		2,813		2,813
Unrestricted income funds	14				
General Fund			620,224		596,461
Total charity funds			623,037		599,274

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with sections 386 and 387 of the Companies Act 2006 and for preparing accounts which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes on pages 26 to 35 form part of these accounts.

The accounts were approved by the Board on 18th September 2024



Nicole Jennings (Chair)

Trustee

Charity Registration No. 1092093

Company Registration No. 04267457

Statement of Cash Flows

For the year ended 31 December 2023

	Note	<u>2023</u> £	<u>2022</u> £
Cash flows from operating activities	A	264,344	13,132
Cash flows from investing activities			
Interest Received		5,983	989
Purchase of fixed assets		-	(180,430)
Net cash provided by/(used in) investing activities		5,983	(179,441)
Cash flow from Financing Activities			
Interest Paid		(13,446)	-
Short-term loan Received		100,000	-
Short-term Loan Repaid		(91,667)	-
Net cash provided by/(used in) financing activities		(5,113)	-
Change in cash and cash equivalents in the year			
Cash and cash equivalents at the beginning of the year		105,744	272,053
Cash and cash equivalents at the end of the year		370,958	105,744

(A) Reconciliation of net income to net cash flow from operating activities:

	<u>2023</u> £	<u>2022</u> £
Net income / (expenditure) for reporting period (as per statement of financial activities)	23,763	257,542
Interest received	(5,983)	(989)
Depreciation charge	115,386	98,018
Interest Paid	13,446	-
(Profit)/loss on the disposal of fixed assets	-	-
(Increase)/decrease in debtors	152,041	220,886
Increase/(decrease) in creditors	(34,309)	(562,325)

Net cash used in operating activities	A	264,344	13,132
--	---	----------------	---------------

	<u>2023</u> £	<u>2022</u> £
Analysis of cash and cash equivalents		
Cash at bank and in hand	370,958	105,744

Notes to the financial statements for the year ended 31 December 2023

1 Statutory information

The Green Corridor is a charitable company limited by guarantee, registered in England and Wales. The registered office and principle place of business is Stanwell Moor Road, Staines-upon-Thames, Middlesex, TW19 6BS. The functional currency is sterling.

2 Accounting policies

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Charities SORP FRS 102), Companies Act 2006 and the Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b Public benefit entity

The Green Corridor meets the definition of a public benefit entity under FRS102.

c Going concern

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next reporting period. There are no material uncertainties about The Green Corridor's ability to continue as a going concern other than mentioned in Trustee Report and the charitable company can comfortably operate based on confirmed funding with sufficient reserves.

d Income

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to particular categories of income:

- Where donations and grants are restricted to future accounting periods, they are deferred and recognised in those future accounting periods. Grants for immediate financial support and assistance, or to reimburse costs previously incurred, are recognised immediately.
- Income from charitable activities comprises training, educational and volunteer programmes which are included when receivable. Charitable activities also include commissioned work carried out by The Green Corridor staff and learners and grants awarded for activities undertaken by the charitable company's project partners.
- Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f Expenditure and basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis with the irrecoverable element of VAT included with the item to which it relates and has been classified under headings that aggregate all costs related to the category.

The allocation basis is reviewed annually and has been updated as follows:

- 30% of the CEO's time is allocated to governance, 30% to support costs including organisational development, with 40% allocated to education, training and employment development and managing frontline staff.
- 50% of the Marketing & HR Officer is allocated to raising funds and 50% to support.
- 100% of the Administrator role is allocated to support.
- 100% of the Premises Staff are allocated to support.
- Telephone, insurance, payroll, utilities & security are fully allocated to support.
- Accountancy is allocated 50% to governance and 50% to support

The balance of staff costs and other costs are allocated directly to the frontline delivery of education, training and employment of young people.

Payments to partners working on specifically funded projects have been disclosed separately in the Statement of Financial Activities and allocated to the period in which the expenditure is incurred.

g Tangible fixed assets and depreciation

The charitable company operates a policy of capitalising fixed asset items over £1,000. 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. The principal annual rates used for this purpose are:

- Plant and machinery: 25% on cost
- PortaCabins: 33% on cost
- Computer Equipment: 33% on cost
- Motor vehicles: 25% on cost
- Site improvements & internal building works: 25% on cost

h Leasing and hire purchase commitments

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the lease term.

i Pensions

The charitable company operates an Auto Enrolment defined contribution pension scheme and makes contributions equivalent to a minimum of 3% of gross salaries on behalf of its employees. Contributions are charged to the Statement of Financial Activities as they are incurred. The charitable company has no liability under the scheme other than for the payment of those contributions.

j Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The Trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

k Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

o Fundraising

The Green Corridor does not use 3rd party fundraising organisations. Funds are raised through grants from Trusts, Foundations and Government grants and contracts. A small amount of donations and funds raised are received from individuals and from partner company charity days and fundraising efforts.

3 Donations and Legacies

	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Other donations	1,683	-	1,683	10,692
Product Sale	-	-	-	-
Grant	851	-	851	-
Heathrow Airport Ltd Gift in Kind - Building & Land	100,000	-	100,000	100,000
Heathrow Airport Ltd Core Grant	-	-	-	5,000
Heathrow Community Trust	-	-	-	2,813
Kickstart Grant DWP	-	-	-	6,594
Total	102,534	-	102,534	125,099

4 Income from Charitable Activities

Income from charitable activities	Unrestricted	Restricted	Total 2023	Total 2022
	£	£	£	£
Income from Education Health Care Plans	1,296,214	-	1,296,214	1,838,425
Education and Skills Funding Agency	739,017	-	739,017	392,526
Income from training provision	-	-	-	3,266
Fundraising sales	345	-	345	908
Corporate Volunteer Days and Other	-	-	-	25,546
	2,035,576	-	2,035,576	2,260,671

5 Analysis of Expenditure

<u>2023</u>	Cost of raising funds £	Education Training Employment £	Governance costs £	Support costs £	2023 Total £
Staff costs	35,245	1,029,231	25,560	118,894	1,208,930
Direct project costs		242,096			242,096
Staff training		29,228			29,228
Audit fees			6,000		6,000
Trustee related			2,544		2,544
Depreciation		115,386			115,386
Gift in Kind		100,000			100,000
Volunteer expenses					-
Premises		100,683		7,068	107,751
Interest Paid				13,446	13,446
Other costs	1,167	7,107	7,872	278,803	294,949
Total	36,412	1,623,731	41,976	418,211	2,120,330
Support costs	9,173	409,038	-	(418,211)	-
Governance costs	921	41,055	(41,976)	-	-
Total expenditure	46,506	2,073,824	-	-	2,120,330
Of the total expenditure:			Unrestricted	Restricted	Total
2023			2,120,330	-	2,120,330
2022			2,117,438	11,779	2,129,217

Analysis of expenditure – (Continued)

	Cost of raising funds £	Charitable activities			Support costs £	2022 Total £
		Education Training Employment £	CVP Partnership £	Governance costs £		
Staff costs	20,029	1,145,153	-	42,459	154,732	1,362,373
Direct project costs	-	205,228	11,779			217,007
Staff training	-	27,287				27,287
Audit fees	-			5,200		5,200
Trustee related	-			2,315		2,315
Depreciation	-	98,018				98,018
Gift in Kind	-	100,000				100,000
Volunteer expenses	-					-
Premises	-	111,391			9,202	120,593
Other costs	2,516	5,097		12,755	176,056	196,424
Total	22,545	1,692,174	11,779	62,729	339,990	2,129,217
Support costs	4,312	323,679		11,999	(339,990)	-
Governance costs	977	73,501		(74,478)	-	-
Total expenditure	27,834	2,089,354	11,779	250	-	2,129,217

6 Net Income for the Year

The net income for the year is stated after charging:

	2023 £	2022 £
Depreciation of tangible fixed assets owned by the charitable company	115,386	98,018
Operating lease rentals; equipment	271	271
Audit	6,000	5,200

7 Staff Costs

Staff costs during the year were:

	2023	2022
	£	£
Salaries and wages	1,088,809	1,223,382
Social Security costs	96,437	110,132
Other pension costs	23,684	28,859
Total	1,208,930	1,362,373

Number of Employees

The average number of monthly employees during the year was:

	2023	2022
Training	34	45
Support	5	5

The key management personnel of the charitable company included the Trustees and Chief Executive Officer. Total employee benefits paid to key management personnel including NIC and pension were £238,461 (2022: £109,379).

8 Comparative – Statement of Financial Activities

Statement of Financial Activities for the year ended 31 December 2022

		<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>Total Funds 2022</i>
	<i>Notes</i>	<i>£</i>	<i>£</i>	<i>£</i>
<i>Income</i>				
Donations and legacies	3	122,286	2,813	125,099
Interest received		989	-	989
Charitable activities	4	2,260,671	-	2,260,671
Total income		2,383,946	2,813	2,386,759
<i>Expenditure:</i>	5			
Raising funds		27,834	-	27,834
Charitable activities		2,089,604	11,779	2,101,383
Total expenditure		2,117,438	11,779	2,129,217
Net income/(expenditure) before disposal of fixed assets		266,508	(8,966)	257,542
<i>Disposal of fixed assets</i>				
Net income/(expenditure) and net movement in funds for the year		266,508	(8,966)	257,542
<i>Reconciliation of funds</i>				
Total funds brought forward		329,953	11,779	341,732
Total funds carried forward		£ 596,461	£ 2,813	£ 599,274

9 Tangible Fixed Assets

	Computer Equipment £	Plant & Machinery £	Motor Vehicles £	Kitchen £	Site £	Total £
Cost:						
At 1 January 2023	65,100	149,738	20,919	78,254	241,670	555,681
Additions at cost	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
At 31 December 2023	65,100	149,738	20,919	78,254	241,670	555,681
Depreciation:						
At 1 January 2023	37,291	91,231	20,919	78,254	45,295	272,990
Charge for year	15,277	39,690	-	-	60,419	115,386
On disposals	-	-	-	-	-	-
At 31 December 2023	52,568	130,921	20,919	78,254	105,714	388,376
Net book value:						
At 31 December 2023	12,532	18,817	-	-	135,956	167,305
<i>At 31 December 2022</i>	<i>27,809</i>	<i>58,507</i>	<i>-</i>	<i>-</i>	<i>196,375</i>	<i>282,691</i>

10 Debtors

Due within one year:

	2023 £	2022 £
Trade debtors	93,607	332,860
Accrued income and other debtors	82,577	1,434
Prepayments	9,782	3,713
Total	185,966	338,007

11 Creditors

Amounts falling due within one year:

	2023 £	2022 £
Trade creditors	16,608	65,050
Social Security and other taxes	27,992	26,606
Pension	10,482	5,723
Other creditors	211	210
Accruals	32,888	15,449
Deferred income	3,641	14,130
Bank Loan	9,370	-
Total	101,192	127,168

12 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Fund Balances at 31 December are represented by:				
Tangible Fixed Assets	167,305	-	167,305	282,691
Current Assets	554,111	2,813	556,924	443,751
Creditors: Amounts falling due within one year	(101,192)	-	(101,192)	(127,168)
Total net assets	620,224	2,813	623,037	599,274

13 Deferred Income

	2023
	£
Deferred income on 01 January 2023	14,130
Resources Deferred in the period	3,641
Amount Released from previous period	(14,130)
Deferred income at the year-end 31 December 2023	<u>3,641</u>

14 Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At 01 Jan 2023	Incoming	Outgoing	At 31 Dec 2023
	£	£	£	£
Restricted Funds				
Heathrow Community Trust	2,813	-	-	2,813
Total Restricted Funds	2,813	0	0	2,813
Unrestricted funds:				
General funds	596,461	2,144,093	(2,120,330)	620,224
Total funds	599,274	2,144,093	(2,120,330)	623,037

Restricted Funds - description

Heathrow Community Trust: funding to purchase equipment to facilitate student enrichment activities

Funds – Comparative 2022

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At 01 Jan-2022	Incoming	Outgoing	At 31 Dec-2022
	£	£	£	£
Restricted Funds				
Project partner funding	-	-	-	-
Partner funding - Crane Valley restoration	11,779	-	(11,779)	-
Heathrow Community Trust	-	2,813	-	2,813
Total Restricted Funds	11,779	2,813	(11,779)	2,813
Unrestricted funds:				
General funds	329,953	2,383,946	(2,117,438)	596,461
Total funds	341,732	2,386,759	(2,129,217)	599,274

15 Analysis of Net funds

	<i>At 1st January 2023</i>	<i>Cash Flow</i>	<i>Other non-cash changes</i>	<i>At 31st December 2023</i>
Cash at hand and in bank	105,744	265,214	-	370,958
Debt due within one year	-	(9,370)	-	(9,370)
Net debt	105,744	255,844	-	361,588

16 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

17 Related parties

There are no related party transactions to disclose for 2023 (2022: none). There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

18 Trustees

None of the trustees (or any person connected with them) received any remuneration from the charity during the year. Reimbursements claimed by one trustee £62.50 in 2023 (2022: £nil) for travelling and other expenses and no payments were made direct to third parties.

19 Pension and other post-retirement benefit commitments

Defined contribution	2023	2022
	£	£
Contributions payable by the charitable company for the year	23,684	28,859

At 31 December 2023 £10481.68 was outstanding.(2022: £5,157).

20 Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

Equipment	2023	2022
	£	£
Less than one year	245	245
One to five years	551	551

21 Gift in Kind

The premises from which the charitable organisation operates on a lease from Heathrow Airport Limited. The current lease agreement expired in 2023. The trustees are confident that a new lease will be signed at a consideration of 1 peppercorn per annum. The lease rent / benefit received is recognised in the accounts at the annual rental equivalent value of £100,000 (2022 - £100,000).

22 Going Concern

The financial statements have been prepared on a going concern basis. The charity operates from premises with an expired lease, and negotiations for a new agreement are ongoing. The Trustees have received assurances that the charity may continue to occupy the premises under existing terms until the lease is renewed.

23 Contingent assets or liabilities

There are no contingent assets or liabilities in December 2023 (2022: Nil).

24 Professional indemnity insurance

The charitable company has insurance to protect it from loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charitable company during the year totalled £526 (2022: £490).

25 Liability of members

The Green Corridor is a company limited by guarantee and has no share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

26 Ultimate controlling party

The charitable company was under the control of the Trustees during the period under review. There is no single ultimate controlling party.



*'Green Corridor is amazing'
Local Authority SENCo during site visit*

THE GREEN CORRIDOR

England & Wales - Charity number 1092093

Accounts

GreenCorridor



Annual Report
and
Financial Statements
for the year ending 31st December 2022



'Green Corridor is the environment [the learner] has loved the most in all his education'

Parent During Annual Review

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Trustees Report

About Green Corridor

Green Corridor is a charity that runs an independent learning provision for learners aged 16-25 with an Education Health and Care Plan (EHCP). We specialise in Autism, working with about 50 learners on our site in Stanwell Moor, near Heathrow Terminal 5. Many of our learners have additional therapy funded through their EHCP, with about half having either Occupational Therapy or Speech and Language Therapy or both. We offer learners either Horticulture or Catering pathways, alongside a functional skills and careers curriculum. We also offer every learner an enrichment programme and work experience with local businesses and organisations to prepare our learners to take their next step – going into employment, a supported internship or social care.

Vision

All our young people with special educational needs have the opportunity to achieve their fullest potential and participate in all aspects of life in their communities.

Mission

- Improve access for disadvantaged 16-25 year-olds to education, training and employment through practical horticulture and catering skills;
- Change perceptions to increase employment opportunities for young people with special educational needs and learning difficulties; and
- Connect our young people with their local communities by increasing and integrating volunteering activities into our learning programmes to promote the benefits of growing your own and healthy eating to all participants.

How we work

At Green Corridor we are proud of our learner-centred approach which allows us to tailor pathways and approaches that best suit the individual learner. From careful consideration of their needs through to specific work experience based on their interests and preferences, we know that what we provide makes a real difference to the learners' lives. We use the statutory annual review process to review both progress and our own work. We also use it to plan for the learners' future. Our high-quality, accredited, vocational learning is done in small class sizes of no more than 8, allowing for appropriate stretch and challenge and different communication styles. This approach also applies to functional skills and our enrichment and careers programmes. We are also proud to retain our Leaders in Safeguarding Quality Standard and our London Youth Gold Accredited Quality Mark.



Green Corridor's unique approach means that our learners come from a wide distance – and during 2022 we worked with 10 Local Authorities (2021: 11) as far away as High Wycombe and Hammersmith and Fulham. We

specialise in working with young people who haven't achieved a GCSE prior to attending Green Corridor, but who have a 'demonstrable ability to learn'.

Safeguarding

Safeguarding is a key foundation of the work at Green Corridor, and the Trustees work hard to ensure that a robust policy is in place and is followed at all times. The Board receives a Safeguarding Report at each meeting, and a named Trustee has responsibility to visit regularly to satisfy himself that Green Corridor comply with the policy. The Trustees review the number of safeguarding incidents, the number of serious incidents reported to the Local Authority and visits to dip test both the record keeping and processes. The CEO and Chair regularly review the Single Central Record to ensure that all staff and visitors are compliant with the safer recruitment policy of the Board.

2022 – A year of Change and Growth

2022 was a year marked by a rapid expansion in our offering to learners, with learner numbers (and therefore associated income) growing rapidly between the end of the academic year in August 2022 and the beginning of the next Academic year in September 2022. Our numbers on roll increased from 43 in August 2022 to 48 by December 2022, and associated income went from £1,514,439 (2021) to £2,386,759(2022).

This growth has not been without its challenges – with the site needing to be reconfigured with new teaching rooms (increasing from 9 rooms in 2021 to 13 in 2022), 2 new therapy spaces, moving the horticulture beds and catering spaces, alongside rapid recruitment of staff and deploying new systems and processes.

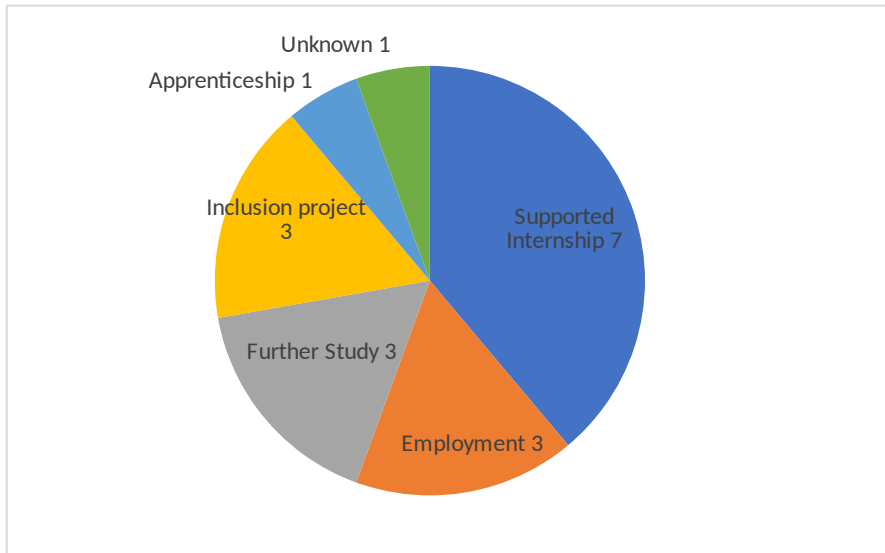
The initial plans for expansion included a plan to widen the levels of need that Green Corridor admitted to their programmes, including admitting a number of learners who also needed personal care, who used a wheelchair and other higher-level needs. This required adaptations to the site, including the addition of a suitable disabled toilet and showering facilities, ramps to 3 classrooms and additional staff training.

Green Corridor continued to change and adapt to the different funding landscape – with local authorities changing their procurement processes and funding needs this has meant taking on a full-time admissions officer during the year to manage the admissions process from enquiry through to induction and invoicing.

As noted in last year's annual report under 'Subsequent events' during the year Tim Knight left as CEO in June 2022 and was replaced by Henrick Winter-Olsten as interim CEO.

Learners' Destinations 2022

We carefully track the destinations of the learners who leave Green Corridor – and we work hard to ensure that they have a positive destination when they leave us. Broadly learners end up in 1 of 4 different destinations: Direct Employment, Supported Internship, Further Study (at another provider) or Social Care. Our leavers in 2022 went on to things that include working in the kitchen of a pub, working on a farm, supported internships with a local hotel group or local authority provided social care. We keep in touch with learners after they have left, and many enjoy popping back over the summer and beyond as they see Green Corridor as home from home. We employ a Careers Adviser specifically to work with learners during their time here to help them make the best move for them after they leave. Our 2022 destinations were:



Subsequent Events

Since the period covered by this report, the additional 'life skills' class of 4 learners has proved unsuited to the provision and the site, and a decision was taken to discontinue this provision from July 2023.

Henrick Winter-Olsten (interim CEO) left the organisation in January 2023 and David Welch was appointed as permanent CEO from February 2023.

Nicola Leonard resigned as a trustee on 17th June 2023.

Reference and Administrative Information

Company number

04267457 incorporated in England & Wales

Charity number

1092093 registered in England & Wales

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Ruth Kennedy (Chair)
 Arnie Wickens
 Raymond Elgy [resigned 24 Jan 2022]
 Nicola Leonard [appointed 24 Jan 2022]
 Nigel Fishwick (Vice Chair)
 Nicole Jennings [appointed 24 Jan 2022]
 Amanda Owen
 Gareth Hughes
 Ashley de Safrin

Key management personnel

Tim Knight: Chief Executive Officer (left 30th June 2022)
 Henrick Olsten-Winter Interim CEO (left Jan 2023)
 David Welch: Chief Executive Officer (from 20th Feb 2023)
 Sophie Rolfe: Director of Education (left 31st August 2022)
 Tim Whitelaw: Head of Education (from 17th April 2023)

Registered office and operational address: Green Corridor,
 Main Road Nurseries,
 Stanwell Moor Road,
 Staines-upon-Thames
 TW19 6BS

Web address and phone number: www.greencorridor.org.uk
 01753 687236

Auditor

MG Group
 166 College Road,
 Harrow
 Middlesex
 HA1 1BH

Bankers

CAF Bank Limited 25 Kings Hill Avenue Kings Hill, West Malling Kent ME19 4JQ	Virgin Money PLC Jubilee House Gosforth Newcastle upon Tyne NE3 4PL
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Solicitors

Russell-Cooke Solicitors
 2 Putney Hill

London
SW15 6AB

Trustees Statement

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report and the audited financial statements for the year ended 31 December 2022.

The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as members of the Trustee Board.

Structure, Governance and Management

Governing Document

Green Corridor is a Charitable Company limited by guarantee, incorporated on 9th August 2001 and registered as a charity 17th May 2002. The company was established under a Memorandum and Articles of Association in 2001, which have since been updated on 7th October 2010, and is constituted as a company limited by guarantee. In the event of the company being wound up members guarantee to contribute an amount not exceeding £1.

Recruitment, Retirement, Appointment, Induction and Training of New Trustees.

Under the requirements of the Articles of Association, at the first Board meeting of each calendar year one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office. Any Trustee who was elected for the first time during the previous calendar year shall not count towards the calculation of one third. The Trustees to retire at the first Board meeting of each calendar year are those who have been longest in office since their last election. A retiring Trustee shall be eligible for re-election by the other Trustees. After being re-elected 3 times, Trustees should consider stepping down for at least a year before being considered for re- election.

However, a Trustee may stand for re-election on his fourth retirement since his initial election for a further term without taking a period out of office (the length of term to be decided by the Board) provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the notes to the accounts. Trustees are recruited via various advertising routes including recognised trustee recruitment websites with a job description of the key skills, knowledge or experience being sought and an overview of the role and essential duties of a trustee. Selection is through a two-stage process involving the Chair, CEO and Trustees as deemed appropriate.

All new Trustees undertake an induction process including a briefing on our Strategic Plan, current 3- year Business Plan, Strategic Risk Register and access to a range of Charity Commission 'Essentials' series such as charity finances. To increase the contribution that new Trustees can make, and to aid continued professional development, we also signpost to appropriate training, publications and webinars from the Directory of Social Change (DSC), National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO). Green Corridor has a Board of Trustees that acts as a Management Committee. The Trustees meet at least termly (normally quarterly) and are responsible for the strategic direction and policies of the charity. At present the Committee has eight members from a variety of professional backgrounds relevant to the work of the charity.

Organisational Structure and Decision Making.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the CEO. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Trustee Board has conducted regular reviews of the major risks to which the charity is exposed. A strategic risk register is updated at least quarterly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, learners and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The Board of Trustees met 4 times during 2022 for formal business meetings.



Future Plans

We are committed to ensuring that we provide an inspirational learning environment such that young people upon leaving are able to move on to positive destinations. The number of EHCPs is increasing nationally and the demand for places remains strong. We are committed to continuing to provide the highest quality provision and as such to balance this with the number of learners who we offer places to. The Board is exploring future options for working with learners both during and beyond education, potentially using social enterprise or other models to offer further opportunities to our learners and others within our area of expertise.

We plan to review our vision and mission during 2023 in the light of the recent growth and change that Green Corridor has experienced. The site lease is expected to be renewed during 2023, and this will give certainty to the Board for the medium term.

The charity is registered with Ofsted (number: 146362) and we envisage that we will be inspected during 2023 or early 2024.

Our Staff

We would like to thank all our staff who have worked tirelessly to deliver excellent results for our learners. Rebuilding the provision after the challenges of the pandemic that began in 2021 has taken a lot of work, and the Trustees would like to thank them for their dedication and hard work. We would also like to thank Kathy Moss who has been invaluable in providing accountancy support for the last few years. She stepped down during 2023.



'[My Son] made more progress this year than in the previous ten. It's changed all our lives.'

Our Partners and Funders

Our work would not be possible without the partners that have worked with us throughout the year, including our Landlord: Heathrow Airport Limited (HAL), Local Authorities, the Heathrow Community Trust, HSS limited and the individuals and companies that have donated funds or time to our work. Thank you.

Remuneration Statement

Green Corridor relies on Education, Health and Care Plan (EHCP) funding from our various Local Authority partners and income from grant awarding bodies; so, it is critical that these monies are spent wisely and always to the benefit of our learners to ensure we deliver a high quality and value for money service. To do this in the year to December 2022 we employed 51 staff (2021 – 33) who provide the essential tutelage and support services to deliver our education, training and employment services. Staff costs of £1,362,373 (2021:

£885,254) including salaries, pension and national insurances contributions) make up the largest proportion of the annual cost of running Green Corridor (circa 57%). The charity has undertaken a benchmarking exercise and will look to ensure salaries are in line with median pay points for the sector.

Complaints

A total of 2 complaints were received by the Board during 2022 through the Whistleblowing and Grievance policies (2021: 0). This is an increase of 2 from last year. Both complaints have been concluded following independent investigations run by external specialists, independent to the Board and staff in line with board policy. Complaints were responded to in a timely manner and are now resolved. The Board has worked hard to ensure that they learnt lessons from the process and are confident their procedures are robust and fit for purpose.

Compliance with Fundraising Standards

Green Corridor continues to ensure that all Trustees, staff and volunteers carrying out fundraising activity act in accordance with the Code of Fundraising Practice as outlined in our Fundraising Policy. In particular, we will adhere to the principles of the Code, namely that our fundraising will always be legal, honest, open and respectful.

During the year we did not employ external professional fundraisers and we received no complaints regarding our fundraising activities. Our website outlines both our Fundraising and our Grievance Policies to the general public. We also adhere to the Charities Protection and Social Investment Act 2016 to ensure we protect vulnerable people from making donations to us if they do not have the mental capacity to do so.



Financial Review

The principal funding sources for the charity during 2022 came from fee-earned income of £1,838,425 (2021: £1,298,662) which was 77% of total income (2021: 85%) from Education, Health and Care Plans. This increase in fee-earned income is as a direct result of the charity's strategy to increase the number of learners referred on Educational Health Care Plans from local authorities.

Income from donations and grants remains lower than historic trends due to the continued impact of Covid at 125,099 (2021: £214,319).

Expenditure of all our income is on activities centred on those whom we try to help as described above. All our charitable activities focus on linking young people with the environment around them, engaging them in volunteering, accredited training programmes and practical education opportunities to improve their self-confidence and self-esteem, allowing them to move on to positive destinations after their time with us – either direct employment, a supported internship or social care.

Reserves and Investment Policies

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation which include loss of donation income and loss of EHCP contracts. The Board continues to grow its unrestricted reserves in line with policy to an equivalent of 6 months' expenditure. This year our surplus of £266,508 (2021: £110,290) means that our reserves stand at £596,461 which is 3.3 months' of expenditure. Total reserves including funds restricted to a specific purpose are £599,274. Our strategy is to continue to build reserves through future operating surpluses but to also judiciously invest cash reserves to allow for sustained expansion of our services to accommodate up to 64 learners in our provision.

Risk Management

Trustees are responsible for overseeing the charity's risk management activities. The Board effectively manages Green Corridor's risks through a Strategic Risk Register which is a standing agenda item at Board meetings.

Trustees collate strategic risks into key categories and continue to direct the CEO to reduce these risks to as low as reasonably practicable in order to allow the charity to meet its objectives.

The Trustees have reviewed the major risks and are satisfied that all possible precautions have been taken to minimise them. Internal systems and procedures are in place to control all financial transactions and ensure that all activities comply with regulations covering the health and safety of learners, staff, volunteers and visitors.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Green Corridor for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Charities SORP;
- Make judgments 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; and

- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The 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 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.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 December 2022 was seven (2021: 7). Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Trustee Remuneration

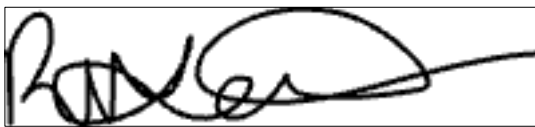
No Trustees were paid for their work as Trustees, and the amount of Trustee expenses paid during the year was £2315.

Auditor

MG Group was appointed as the charitable company's auditor during the year.

The Trustees' annual report has been prepared in accordance with small companies' regime under the Companies Act 2006.

Approved by the Board on 27th September 2023 and signed on their behalf by



Ruth Kennedy

(Chair)

Dated: 27th September 2023

Independent Auditor's Report to the Trustees

Opinion

We have audited the financial statements of (the 'charitable company') for the year ended which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at , and of its 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 requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern.

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in Trustees' report is inconsistent in any material respect with the financial statements.
- Sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable 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, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Our audit procedures included a range of substantive tests, analytical procedures, and risk assessments that were tailored to the specific characteristics of the charity and its operational environment. We assessed the risk of material misstatement due to fraud, including the risk of management override of controls, and designed our audit procedures accordingly. However, the following factors affect the extent to which fraud may be detected:

- There are inherent limitations in any audit, including the risk that some fraud may go undetected due to the limitations of audit procedures and the ability of individuals to override controls or manipulate accounting records.
- The detection of fraud often requires the exercise of professional judgment, including the consideration of indicators, circumstances, and patterns that may suggest fraudulent activities.
- Fraudulent activities may involve collusion among individuals within the charity, and efforts to conceal such activities can make detection challenging.
- Our audit procedures are designed to focus on material misstatements. Therefore, smaller irregularities or instances of fraud that do not individually or collectively meet the materiality threshold may not be detected.

Despite these limitations, we conducted our audit in accordance with the International Standards on Auditing (UK) issued by the Financial Reporting Council (FRC) and followed ethical standards. We have no reason to believe that material irregularities or fraud, if they exist, have not been appropriately disclosed or addressed by the charity's management.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting

from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (i.e., gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities is available on Financial Reporting Council's website at: <https://www.frc.org.uk/our-work/Audit/Audit-and-Assurance/standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This Description forms part of our auditor's report.

Use of our report

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.

MG Group
.....

MG Group (Statutory Auditor)

166 College Road

Harrow

HA1 1BH

Date: 29/09/23

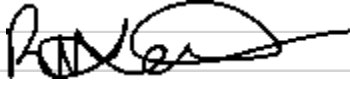
Financial Report

Statement of Financial Activities

Including Income and Expenditure Account, for the year ended 31st December 2022

Statement of Financial Activities					
(including Income and Expenditure Account)					
For the year ended 31 December 2022					
		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
				2022	2021
Income	Notes	£	£	£	£
Donations and legacies	3	122,286	2,813	125,099	214,319
Interest received		989	-	989	77
Charitable activities	4	2,260,671	-	2,260,671	1,300,043
Total income		2,383,946	2,813	2,386,759	1,514,439
Expenditure:	5				
Raising funds		27,834	-	27,834	20,281
Charitable activities		2,089,604	11,779	2,101,383	1,422,682
Total expenditure		2,117,438	11,779	2,129,217	1,442,963
Net income/(expenditure) before disposal of fixed assets		266,508	(8,966)	257,542	71,476
Disposal of fixed assets					
Net income/(expenditure) and net movement in funds for the year		266,508	(8,966)	257,542	71,476
Reconciliation of funds					
Total funds brought forward		329,953	11,779	341,732	270,256
Total funds carried forward		£ 596,461	£ 2,813	£ 599,274	£ 341,732
The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.					
The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006.					
The notes on pages 10 to 23 form part of these accounts.					

Balance Sheet

As at 31 December 2022				
	Note	2022		2021
		£	£	£
Fixed assets				
Tangible Assets	9		282,691	200,279
Current assets				
Debtors	10	338,007		558,893
Cash at bank and in hand		105,744		272,053
		443,751		830,946
Liabilities:				
Creditors: Amount falling due within one year	11	(127,168)		(689,493)
Net current assets / (liabilities)			316,583	141,453
Net assets			599,274	341,732
The funds of the charity:				
Restricted income funds	14		2,813	11,779
Unrestricted income funds	14			
General reserve			596,461	329,953
Total charity funds			599,274	341,732
<p>The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with sections 386 and 387 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts so far as applicable to the charitable company.</p>				
<p>These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.</p>				
<p>The notes on pages 10 to 23 form part of these accounts.</p>				
<p>The accounts were approved by the Board on 09/27/2023</p>				
				
<p>.....</p>				
<p>Ruth Kennedy (Chair)</p>				
<p>Trustee</p>				
<p>Charity Registration No. 1092093</p>				
<p>Company Registration No. 04267457</p>				

Statement of Cash Flows

Statement of cash flows			
For the year ended 31 December 2022			
	Note	<u>2022</u>	<u>2021</u>
		£	£
Cash flows from operating activities	A	13,132	294,430
Cash flows from investing activities			
Interest		989	77
Purchase of fixed assets		(180,430)	(189,801)
Net cash provided by/(used in) investing activities		(179,441)	(189,724)
Change in cash and cash equivalents in the year			
Cash and cash equivalents at the beginning of the year		272,053	167,347
Cash and cash equivalents at the end of the year		105,744	272,053
(A) Reconciliation of net income to net cash flow from operating activities:			
		<u>2022</u>	<u>2021</u>
		£	£
Net income / (expenditure) for reporting period (as per statement of financial activities)		257,542	71,476
Interest received		(989)	(77)
Depreciation charge		98,018	63,560
(Profit)/loss on the disposal of fixed assets		-	-
(Increase)/decrease in debtors		220,886	(446,850)
Increase/(decrease) in creditors		(562,325)	606,321
Net cash used in operating activities	A	13,132	294,430
Analysis of cash and cash equivalents		<u>2022</u>	<u>2021</u>
		£	£
Cash at bank and in hand		105,744	272,053
		(0)	-

Notes to the financial statements for the year ended 31 December 2022

1 Statutory information

The Green Corridor is a charitable company limited by guarantee, registered in England and Wales. The registered office and principle place of business is Stanwell Moor Road, Staines-upon-Thames, Middlesex, TW19 6BS. The functional currency is sterling.

2 Accounting policies

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Charities SORP FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b Public benefit entity

The Green Corridor meets the definition of a public benefit entity under FRS102.

c Going concern

The Trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next reporting period. There are no material uncertainties about The Green Corridor's ability to continue as a going concern and the charitable company can comfortably operate based on confirmed funding with sufficient reserves.

d Income

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to particular categories of income:

Where donations and grants are restricted to future accounting periods, they are deferred and recognised in those future accounting periods. Grants for immediate financial support and assistance, or to reimburse costs previously incurred, are recognised immediately.

Income from charitable activities comprises training, educational and volunteer programmes which are included when receivable. Charitable activities also include commissioned work carried out by The Green Corridor staff and learners and grants awarded for activities undertaken by the charitable company's project partners.

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f Expenditure and basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis with the irrecoverable element of VAT included with the item to which it relates and has been classified under headings that aggregate all costs related to the category.

The allocation basis is reviewed annually and has been updated as follows:

- 30% of the CEO's time is allocated to governance, 30% to support costs including organisational development, with 40% allocated to education, training and employment development and managing frontline staff.
- 50% of the Marketing & HR Officer is allocated to raising funds and 50% to support.
- 100% of the Administrator role is allocated to support.
- 100% of the Premises Staff are allocated to support.
- Telephone, insurance, payroll, utilities & security are fully allocated to support.
- Accountancy is allocated 50% to governance and 50% to support

The balance of staff costs and other costs are allocated directly to the frontline delivery of education, training and employment of young people.

Payments to partners working on specifically funded projects have been disclosed separately in the Statement of Financial Activities and allocated to the period in which the expenditure is incurred.

g Tangible fixed assets and depreciation

The charitable company operates a policy of capitalising fixed asset items over £1,000. 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. The principal annual rates used for this purpose are:

- Plant and machinery: 25% on cost
- Kitchen: 25% on cost
- PortaCabins: 33% on cost
- Computer Equipment: 33% on cost
- Motor vehicles: 25% on cost
- Site improvements & internal building works: 25% on cost

h Leasing and hire purchase commitments

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the lease term.

i Pensions

The charitable company now operates an Auto Enrolment defined contribution pension scheme and makes contributions equivalent to a minimum of 3% of gross salaries on behalf of its employees. Contributions are charged to the Statement of Financial Activities as they are incurred. The charitable company has no liability under the scheme other than for the payment of those contributions.

j Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The Trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

k Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

o Fundraising

The Green Corridor does not use 3rd party fundraising organisations. Funds are raised through grants from Trusts, Foundations and Government grants and contracts. A small amount of donations and funds raised are received from individuals and from sales of products made in the course of charitable activities.

Notes to the financial statements for the year ended 31 December 2022: continued

3	Donations and legacies	Unrestricted	Restricted
			Total
			2022
		£	£
		£	£
	Heathrow Airport Ltd Core grant	5,000	-
	Heathrow Airport Ltd Gift in Kind - building services	75,000	-
	Heathrow Airport Ltd Gift in Kind - horticultural land	25,000	-
	Other donations	10,692	-
	Heathrow Community Trust		2,813
	KickStart Grant DWP	6,594	-
		122,286	2,813
			125,099
	Donations and legacies - prior year comparative		2021
		£	£
		£	£
	Heathrow Airport Ltd Core grant	5,000	
	Heathrow Airport Ltd Gift in Kind - building services	75,000	
	Heathrow Airport Ltd Gift in Kind - horticultural land	25,000	
	Other donations	32,250	
	Big Lottery		47,025
	Heathrow Airport Ltd - CVP support		1,250
	Thames Water		2,640
	CVP Crane Valley Partnership		7,500
	Partner funding - CVP project pass through funding		11,779
	Lloyds Bank Foundation		5,000
		137,250	77,069
			214,319
4	Income from charitable activities	Unrestricted	Restricted
			Total
			2022
		£	£
		£	£
	Income from Education Health Care Plans	1,838,425	-
	Education and Skills Funding Agency	392,526	-
	Income from training provision	3,266	-
	Corporate volunteer days and other	25,546	-
	Fundraising sales	908	-
		2,260,671	-
			2,260,671
	Income from charitable activities - prior year comparative		2021
		£	£
		£	£
	Income from Education Health Care Plans	1,298,662	-
	Corporate volunteer days and other	1,000	-
	Fundraising sales	381	-
		1,300,043	-
			1,300,043

Notes to the financial statements for the year ended 31 December 2022: continued
5 Analysis of expenditure

	Cost of raising funds £	Charitable activities		Governance costs £	Support costs £	2022 Total £
		Education Training Employment £	CVP Partnership £			
Staff costs	20,029	1,145,153	-	42,459	154,732	1,362,373
Direct project costs	-	205,228	11,779	-	-	217,007
Staff training	-	27,287	-	-	-	27,287
Audit fees	-	-	-	5,200	-	5,200
Trustee related	-	-	-	2,315	-	2,315
Depreciation	-	98,018	-	-	-	98,018
Gift in Kind	-	100,000	-	-	-	100,000
Volunteer expenses	-	-	-	-	-	-
Premises	-	111,391	-	-	9,202	120,593
Other costs	2,516	5,097	-	12,755	176,056	196,424
	22,545	1,692,174	11,779	62,729	339,990	2,129,217
Support costs	4,312	323,679	-	11,999	(339,990)	-
Governance costs	977	73,501	-	(74,478)	-	-
Total expenditure 2022	27,834	2,089,354	11,779	249	-	2,129,217
Of the total expenditure:				Unrestricted	Restricted	Total
2022				£ 2,117,438	£ 11,779	£ 2,129,217
2021				£ 1,327,080	£ 115,883	£ 1,442,963

Notes to the financial statements for the year ended 31 December 2022: continued
5 Analysis of expenditure - prior year comparative

	Cost of raising funds £	Charitable activities		Governance costs £	Support costs £	2021 Total £
		Education Training Employment £	CVP Partnership £			
Staff costs	15,694	722,736	-	20,410	126,414	885,254
Direct project costs	-	230,777	11,164	-	-	241,941
Staff training	-	21,681	-	-	-	21,681
Audit fees	-	-	-	5,200	-	4,800
Trustee related	-	-	-	2,552	-	2,552
Depreciation	-	63,560	-	-	-	63,560
Payments to partners	-	-	-	-	-	-
Gift in Kind	-	100,000	-	-	-	100,000
Volunteer expenses	-	137	-	-	-	137
Premises	-	16,967	-	-	1,883	18,850
Covid specific costs	-	4,922	-	-	-	4,922
Other costs	1,146	9,365	-	10,543	78,212	99,266
	16,840	1,170,145	11,164	38,705	206,509	1,442,963
Support costs	2,813	195,434	1,865	6,398	(206,509)	-
Governance costs	628	43,837	238	(44,703)	-	-

Notes to the financial statements for the year ended 31 December 2022: continued
6 Net income for the year

The net income for the year is stated after charging:

	2022	2021
	£	£
Depreciation of tangible fixed assets owned by the charitable company	98,018	63,560
Operating lease rentals; equipment	271	271
Audit	5,200	4,800

7 Staff costs

Staff costs during the year were:

	2022	2021
	£	£
Salaries and wages	1,223,382	800,834
Social Security costs	110,132	66,427
Other pension costs	28,859	17,993
	1,362,373	885,254

Number of employees

The average monthly number of employees during the year was:

	2022	2021
Training	45.3	30
Support	5.1	3

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

The key management personnel of the charitable company included the Trustees and Chief Executive Office. Total employee benefits paid to key management personnel including NIC and pension were £109,379 (2021: £68,033).

Notes to the financial statements for the year ended 31 December 2022: continued				
8 Comparative Funds - Statement of Financial Activities for the Year Ended 31 December 2021				
		Unrestricted Funds	Restricted Funds	Total Funds 2021
	Notes	£	£	£
Income				
Donations and legacies	3	137,250	77,069	214,319
Interest received		77	-	77
Charitable activities	4	1,300,043	-	1,300,043
Total income		1,437,370	77,069	1,514,439
Expenditure:	5			
Raising funds		20,281	-	20,281
Charitable activities		1,306,799	115,883	1,422,682
Total expenditure		1,327,080	115,883	1,442,963
Net income/(expenditure) before disposal of fixed assets		110,290	(38,814)	71,476
Disposal of fixed assets				
Net income/(expenditure) and net movement in funds for the year		110,290	(38,814)	71,476
Reconciliation of funds				
Total funds brought forward		219,663	50,593	270,256
Total funds carried forward		£ 329,953	£ 11,779	£ 341,732

Notes to the financial statements for the year ended 31 December 2022: continued						
9 Tangible fixed assets						
	Computer Equipment £	Plant & Machinery £	Motor Vehicles £	Kitchen £	Site £	Total £
Cost:						
At 1 January 2022	43,854	148,538	20,919	78,254	83,686	375,251
Additions at cost	21,246	1,200	-	-	157,984	180,430
Disposals			-	-	-	-
At 31 December 2022	65,100	149,738	20,919	78,254	241,670	555,681
Depreciation:						
At 1 January 2022	23,165	45,832	20,919	78,254	6,802	174,972
Charge for year	14,126	45,399	-	-	38,493	98,018
On disposals			-	-	-	-
At 31 December 2022	37,291	91,231	20,919	78,254	45,295	272,990
Net book value:						
At 31 December 2022	27,809	58,507	-	-	196,375	282,691
<i>At 31 December 2021</i>	<i>20,689</i>	<i>102,706</i>	<i>-</i>	<i>-</i>	<i>76,884</i>	<i>200,279</i>

Notes to the financial statements for the year ended 31 December 2022: continued

			2022	2021
10 Debtors			£	£
Due within one year:				
Trade debtors			332,860	551,901
Accrued income and other debtors			1,434	1,350
Prepayments			3,713	5,642
			338,007	558,893
11 Creditors			2022	2021
Amounts falling due within one year:			£	£
Trade creditors			65,050	40,955
Social Security and other taxes			26,606	25,271
Pension			5,723	5,157
Other creditors			210	78
Accruals			15,449	19,170
Deferred income			14,130	598,862
			127,168	689,493
12 Analysis of net assets between funds				
		Unrestricted Funds	Restricted Funds	Total Funds
		£	£	£
Fund Balances at 31 December 2022 are represented by:				
Tangible Fixed Assets		282,691	-	282,691
Current Assets		440,938	2,813	443,751
Creditors: Amounts falling due within one year		(127,168)	-	(127,168)
Total net assets		596,461	2,813	599,274
13 Analysis of net assets between funds - comparative 2021				
		Unrestricted Funds	Restricted Funds	Total Funds
		£	£	£
Fund Balances at 31 December 2021 are represented by:				
Tangible Fixed Assets		200,279	-	200,279
Current Assets		819,167	11,779	830,946
Creditors: Amounts falling due within one year		(689,493)	-	(689,493)
Total net assets		329,953	11,779	341,732

14 Funds				
The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:				
	At Jan-2022	Incoming	Outgoing	At Dec-2022
	£	£	£	£
Restricted Funds				
Partner funding - Crane Valley restoration	11,779	-	(11,779)	-
Heathrow Community Trust	-	2,813	-	2,813
Total Restricted Funds	11,779	2,813	(11,779)	2,813
Unrestricted funds:				
General funds	329,953	2,383,946	(2,117,438)	596,461
Total funds	341,732	2,386,759	(2,129,217)	599,274
Restricted Funds - description				
Partner funding - Crane Valley restoration: restoration project funded by Environment Agency and carried out by a partner.				
Heathrow Community Trust: funding to purchase equipment to facilitate student enrichment activities.				
15 Funds - comparative 2021				
The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:				
	At Jan-2021	Incoming	Outgoing	At Dec-2021
	£	£	£	£
Restricted Funds				
Project partner funding	12,400	-	(12,400)	-
Crane Valley Partnership	-	13,265	(13,265)	-
Thames Water Legacy	4,800	-	(4,800)	-
Pick, Cook, Serve	30,347	47,025	(77,372)	-
Partner funding - Crane Valley restoration	3,046	11,779	(3,046)	11,779
Lloyds	-	5,000	(5,000)	-
Total Restricted Funds	50,593	77,069	(115,883)	11,779
Unrestricted funds:				
General funds	219,663	1,437,370	(1,327,080)	329,953
Total funds	270,256	1,514,439	(1,442,963)	341,732

16 Taxation			
The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.			
17 Related parties			
There are no related party transactions to disclose for 2022 (2021: none).			
There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.			
18 Trustees			
None of the trustees (or any person connected with them) received any remunerations from the charity during the year. No reimbursements were made to trustees in 2022 (2021: £nil) for travelling and other expenses and no payments were made direct to third parties.			
19 Pension and other post-retirement benefit commitments			
Defined contribution		2022	2021
		£	£
Contributions payable by the charitable company for the year		28,859	17,993
<hr/>			
At 31 December 2022 £5,157 was outstanding, paid in January 2023 (2021: £5,157).			
20 Operating lease commitments			
The charitable company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods			
Equipment		2022	2021
		£	£
Less than one year		245	245
One to five years		551	796
<hr/>			
21 Contingent assets or liabilities			
There are no contingent assets or liabilities at December 2022 (2021: Nil).			
22 Professional indemnity insurance			
The charitable company has insurance to protect it from loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charitable company during the year totalled £490 (2021: £490).			
23 Liability of members			
The Green Corridor is a company limited by guarantee and has no share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.			
24 Ultimate controlling party			
The charitable company was under the control of the Trustees during the period under review. There is no single ultimate controlling party.			



'Green Corridor is amazing'

THE GREEN CORRIDOR

England & Wales - Charity number 1092093

Accounts

GreenCorridor

Tel: 01753 687236

www.greencorridor.org.uk

GreenCorridor

**Annual Report and Financial Statements for the year
ending 31st December 2021**

Main Road Nurseries
Stanwell Moor Road
Heathrow
Hillingdon
TW19 6BS

**The Green Corridor
(Limited by Guarantee)**

For the year ending 31 December 2021

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**The Green Corridor
(Limited by Guarantee)**

For the year ending 31 December 2021

Reference and Administrative Information:

Company number 04267457 incorporated in England & Wales

Charity number 1092093 registered in England & Wales

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Ruth Kennedy (Chair)
Paul Keenleyside [resigned 15 Sept 2021]
Arnie Wickens
Raymond Elgy [resigned 24 Jan 2022]
Paula Stannett [resigned 15 Sep 2021]
Nicola Leonard [appointed 24 Jan 2022]
Nigel Fishwick [Vice Chair] [appointed 15 Sep 2021]
Nicole Jennings [appointed 24 Jan 2022]
Amanda Owen [appointed 15 Sep 2021]
Gareth Hughes
Ashley de Safrin

Key management personnel

Tim Knight: Chief Executive Officer
[resigned 30 Jun 2022]
Henrik Winther-Olsen
(acting Chief Executive Officer)

Sophie Rolfe: Director of Education

Registered office and operational address

Green Corridor
Main Road Nurseries
Stanwell Moor Road
Staines-upon-Thames
TW19 6BS

**The Green Corridor
(Limited by Guarantee)**

For the year ending 31 December 2021

Auditor

MG Group
166 College Road
Harrow
Middlesex
HA1 1BH

Bankers

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

Virgin Money PLC
Jubilee House
Gosforth
Newcastle upon Tyne
NE3 4PL

Solicitors

Russell-Cooke Solicitors
2 Putney Hill
London
SW15 6AB

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Trustees' Annual Report:

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report and the audited financial statements for the year ended 31 December 2021.

The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Trustee Board.

Structure, Governance and Management.

Governing Document

Green Corridor is a charitable company limited by guarantee incorporated on 9th August 2001 and registered as a charity 17th May 2002. The company was established under a Memorandum and Articles of Association in 2001, which have since been updated on 7th October 2010, and is constituted as a company limited by guarantee. In the event of the company being wound up members guarantee to contribute an amount not exceeding £1.

Recruitment, Retirement, Appointment, Induction and Training of New Trustees.

Under the requirements of the Articles of Association, at the first Board meeting of each calendar year one third of the Trustees for the time being or if their number is not three or a multiple of three, then the number nearest one third shall retire from office. Any Trustee who was elected for the first time during the previous calendar year shall not count towards the calculation of one third. The Trustees to retire at the first Board meeting of each calendar year are those who have been longest in office since their last election. A retiring Trustee shall be eligible for re-election by the other Trustees. After being re-elected 3 times, trustees should consider stepping down for at least a year before being considered for re-election.

However, a Trustee may stand for re-election on his fourth retirement since his initial election for a further term without taking a period out of office (the length of term to be decided by the Board) provided that this is approved by a resolution of the Board passed by a majority of at least 75% of those voting.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in the notes to the accounts. Trustees are recruited via various advertising routes including recognised trustee recruitment websites with a job description of the key skills, knowledge or experience being sought and an overview of the role and essential duties of a trustee. Selection is through a two stage process involving the Chair, CEO and trustees as deemed appropriate.

All new Trustees undertake an induction process including a briefing on our Strategic Plan, current 3-year Business Plan, Strategic Risk Register and access to a range of Charity Commission 'Essentials' series such as charity finances. To increase the contribution that new trustees can make, and to aid continued professional development, we also signpost to appropriate training, publications and webinars from the Directory of Social Change (DSC), National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO). Green Corridor has a Board of Trustees that acts as a Management Committee. The Trustees meet at least termly and are responsible for the strategic direction and policies of the charity. At present the Committee has eight members from a variety of professional backgrounds relevant to the work of the charity.

Organisational Structure and Decision Making.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rest with the CEO. The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met.

The Trustee Board has conducted a review of the major risks to which the charity is exposed. A strategic risk register has been established and is updated at least quarterly. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan, which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The Board of trustees met 3 times during 2021 for formal business meetings.

Subsequent events

Our previous CEO Mr Tim Knight left the organisation in June 2022. The Trustees wish to thank Tim for the invaluable work he undertook during his time with the organisation. A permanent replacement will be announced in due course.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Remuneration Statement.

Green Corridor relies on Education, Health and Care Plan (EHCP) funding from our various Local Authority partners and income from grant awarding bodies; so it's critical that these monies are spent wisely and always to the benefit of our young learners to ensure we deliver a high quality and value for money service. To do this in the year to December 2021 we employed 33 staff (2020 – 19) who provide the essential tutelage and support services to deliver our education, training and employment services. Staff costs (£885,254 including salaries, pension and national insurances contributions) make up the largest proportion of the annual cost of running Green Corridor (circa 61%). The charity has undertaken a benchmarking exercise and will look to ensure salaries are in line with median pay points for the sector.

Compliance with Fundraising Standards.

Green Corridor continues to ensure that all trustees, staff and volunteers carrying out fundraising activity act in accordance with the Code of Fundraising Practice as outlined in our Fundraising Policy. In particular, we will adhere to the principles of the Code, namely that our fundraising will always be legal, honest, open and respectful.

During the year we did not employ external professional fundraisers and we received no complaints regarding our fundraising activities. Our website outlines both our Fundraising and our Grievance Policies to the general public. We also adhere to the Charities Protection and Social Investment Act 2016 to ensure we protect vulnerable people from making donations to us if they do not have the mental capacity to do so.

Objectives and activities.

Vision.

All our young people with special educational needs have the opportunity to achieve their fullest potential and participate in all aspects of life in their communities.

Mission.

- Improve access for disadvantaged 16-25 year-olds to education, training and employment through practical horticulture and catering skills;
- Change perceptions to increase employment opportunities for young people with special educational needs and learning difficulties; and
- Connect our young people with their local communities by increasing and integrating volunteering activities into our learning programmes to promote the benefits of growing your own and healthy eating to all participants.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Core Values.

- Our young people are always at the heart of the decisions we make.
- We encourage young people to treat themselves, each other, their communities and the planet with care.
- We have respect for everyone regardless of background, belief or ability.
- We are brave enough to take managed risks in exploring new ventures, fresh opportunities and new ideas.

What do we do

Green Corridor is now a well established charity with a 20 year track record and we primarily deliver post-16 specialist education and training activities to help address the employment gap for young people with special educational needs living in the West London area and surrounding counties. Our charity's purposes as set out in our objects contained in the company's memorandum of association are to:

- Benefit the public by the advancement of education, training or retraining particularly but not exclusively by using outdoor activities and projects as a catalyst to strengthen the skills needed for employment; and
- Promote citizenship through volunteering.

Our unique charity connects marginalised young people with special educational needs and learning disabilities living in West London Boroughs and surrounding counties with the environment around them through the growing and cooking of produce cultivated on site. Our Learning and Development Centre near Heathrow Terminal 5 allows us the space to deliver horticulture and catering qualifications in a safe and welcoming environment. Our classrooms also provide the opportunity to achieve functional skills qualifications alongside mental and physical well-being programmes, a focus on careers, information, advice and guidance and access to a wide variety of support including speech and language therapy, educational and clinical psychologists and occupational therapists.

How we deliver high quality provision

At Green Corridor we are proud of all our young people but also of our amazing staff who use their expertise and unique blend of skills, knowledge and experience to provide high quality tailored learning pathways for each individual young person. We also ensure high quality accredited vocational learning through maintaining small class sizes of no more than 8 learners per cohort allowing for a learner centred approach, appropriate stretch and challenge and different communication styles. This approach also applies to functional skills and our enrichment and careers programmes and extends to a post-care package of up to 2 years. We are also proud to retain our Leaders in Safeguarding Quality Standard and our London Youth Gold Accredited Quality Mark.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Why we do it

The impact of our intervention is predicated on achieving positive outcomes for young people in terms of onward destinations, high levels of sustained employment, more active participation in community life and increased independence and resilience. This is important from a social justice perspective as it is sadly still the case that whilst 60% of the UK population are in work, if you are an adult with a learning disability you only have a 6% chance of being in employment. Our activities are targeted at redressing this employment imbalance and we believe all our young people with special educational needs and learning disabilities are truly eligible beneficiaries in terms of the Charity Commission's guidance on public benefit.

Future plans

In previous years it was felt that the Civil Aviation Authority's decision on development for the third runway at Heathrow would impact our site plans; we now believe that our current location can be reconfigured to provide suitable accommodation for the short to medium term.

We do not believe that the number of EHCP referrals will increase to any significant degree in future; however, we are committed to ensuring that we provide an inspirational learning environment such that young people upon leaving are able to move into the working environment in as many instances as possible building on the results in 2021 and previous years.

The charity will in future be subject to oversight by Ofsted and we expect that it will be inspected over the next 12 to 24 months.

Over the last two years the income from volunteering activities has decreased given Covid restrictions; however, we plan to increase this in future.

The charity is committed to providing excellent outcomes for its learners. Green Corridor has developed very good relationships with local businesses and organisations who have provided work experience during a learner's time with the charity. We will continue to develop these relationships in future.

Our staff

We would like to say a huge thank you to all GC staff for their exceptional commitment and hard work throughout 2021. This has resulted in continued referral from local authorities recognising the quality of the educational experience provided.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Financial Review

The principal funding sources for the charity during 2021 came from fee-earned income of £1,298,662 (85% of our total income) from Education, Health and Care Plans, compared with £723,756 the previous year. This increase in fee-earned income is as a direct result of the charity's strategy to increase the number of learners referred on Educational Health Care Plans from local authorities.

Income from donations and grants totalled £214,319 compared to £272,212 the previous year.

Expenditure of all our income is on activities centred on those whom we try to help as described above. All our charitable activities focus on linking young people with the environment around them, engaging them in volunteering, accredited training programmes and practical education opportunities to improve their self confidence and self esteem, increasing their chances of gaining skills and employment. They are undertaken to further our charitable purposes for public benefit.

Reserves and Investment Policies

The Board of Trustees has examined the charity's requirements for reserves in light of the main risks to the organisation which include loss of donation income and loss of EHCP contracts. It has established a policy whereby our aim is for unrestricted funds not committed or invested in tangible assets held by the charity to be an equivalent to 6 months' expenditure. Following the previous year, when we managed to turn a reasonable operating unrestricted surplus of £65,242, we delivered another healthy surplus in 2021 of £110,290. This resulted in an increased level of unrestricted reserves to £329,953, equivalent to just under 3 months' unrestricted expenditure. Total reserves including funds restricted to a specific purpose are £341,732. Our strategy is to continue to build reserves through future operating surpluses but to also judiciously invest cash reserves to allow for sustained expansion of our services to accommodate up to 64 learners on our provision.

Risk Management

Trustees are responsible for overseeing the charity's risk management activities. The Board effectively manages Green Corridor's risks through a Strategic Risk Register which is a standing agenda item at termly board meetings.

Trustees collate strategic risks into key categories and direct the CEO to reduce these risks to as low as reasonably practicable in order to allow the charity to meet its objectives.

The Trustees have reviewed the major risks and are satisfied that all possible precautions have been taken to minimise them. Internal systems and procedures are in place to control all financial transactions and ensure that all activities comply with regulations covering the health and safety of learners, staff, volunteers and visitors.

The Green Corridor (Limited by Guarantee)

For the year ending 31 December 2021

Statement of Trustees' Responsibilities

The trustees (who are also directors of Green Corridor for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in Charities SORP;
- Make judgments 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; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The 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 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.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The total number of such guarantees at 31 December 2021 was seven (2020: 7). Trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

**The Green Corridor
(Limited by Guarantee)**

For the year ending 31 December 2021

Auditor:

MG Group was appointed as the charitable company's auditor during the year.

The trustees' annual report has been prepared in accordance with small companies regime under the Companies Act 2006.

Approved by the board on 21st September 2022 and signed on their behalf by



Ruth Kennedy (Chair)

Dated: 21st September 2022

The Green Corridor

Independent Auditor's Report to the Trustees of The Green Corridor

Opinion

We have audited the financial statements of The Green Corridor (the 'charity') for the year ended 31 December 2021, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of its results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

The Green Corridor

Independent Auditor's Report to the Trustees of The Green Corridor

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 9), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

The Green Corridor

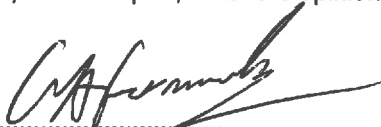
Independent Auditor's Report to the Trustees of The Green Corridor

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the charity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the charity audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's trustees, 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 charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Gavin Fernandes FCA (Senior Statutory Auditor)
For and on behalf of MG Audit Services Limited, Statutory Auditor

166 College Road
Harrow
Middlesex
HA1 1BH

Date: 23/9/22

**The Green Corridor
(Limited by Guarantee)**

**Statement of Financial Activities
(including Income and Expenditure Account)
For the year ended 31 December 2021**

		Unrestricted Funds	Restricted Funds	Total Funds 2021	Total Funds 2020
	Notes	£	£	£	£
Income					
Donations and legacies	3	137,250	77,069	214,319	272,212
Interest received		77	-	77	375
Charitable activities	4	1,300,043	-	1,300,043	743,724
Total income		1,437,370	77,069	1,514,439	1,016,311
Expenditure:	5				
Raising funds		20,281	-	20,281	22,389
Charitable activities		1,306,799	115,883	1,422,682	951,652
Total expenditure		1,327,080	115,883	1,442,963	974,041
Net income/(expenditure) before disposal of fixed assets		110,290	(38,814)	71,476	42,270
Disposal of fixed assets					
Net income/(expenditure) and net movement in funds for the year		110,290	(38,814)	71,476	42,270
Reconciliation of funds					
Total funds brought forward		219,663	50,593	270,256	227,986
Total funds carried forward		£ 329,953	£ 11,779	£ 341,732	£ 270,256

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

The statement of financial activities complies with the requirements for an income and expenditure account under the Companies Act 2006.

The notes on pages 10 to 23 form part of these accounts.

**The Green Corridor
(Limited by Guarantee)**

**Balance Sheet
As at 31 December 2021**

	Note	£	<u>2021</u> £	£	<u>2020</u> £
Fixed assets					
Tangible Assets	9		200,279		74,038
Current assets					
Debtors	10	558,893		112,043	
Cash at bank and in hand		<u>272,053</u>		<u>167,347</u>	
		830,946		279,390	
Liabilities:					
Creditors: Amount falling due within one year	11	(689,493)		(83,172)	
Net current assets / (liabilities)			<u>141,453</u>		<u>196,218</u>
Net assets			341,732		270,256
The funds of the charity:					
Restricted income funds	14		11,779		50,593
Unrestricted income funds	14				
General reserve			329,953		219,663
Total charity funds			<u>341,732</u>		<u>270,256</u>

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with sections 386 and 387 of the Act and for preparing accounts which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes on pages 10 to 23 form part of these accounts.

The accounts were approved by the Board on 21st September 2022.



.....
Ruth Kennedy (Chair)

Trustee

Charity Registration No. 1092093

Company Registration No. 04267457

**The Green Corridor
(Limited by Guarantee)**

**Statement of cash flows
For the year ended 31 December 2021**

	Note	<u>2021</u> £	<u>2020</u> £
Cash flows from operating activities	A	294,430	119,653
Cash flows from investing activities			
Interest		77	375
Purchase of fixed assets		(189,801)	(58,648)
Net cash provided by/(used in) investing activities		(189,724)	(58,273)
Change in cash and cash equivalents in the year			
Cash and cash equivalents at the beginning of the year		167,347	105,967
Cash and cash equivalents at the end of the year		272,053	167,347

(A) Reconciliation of net income to net cash flow from operating activities:

	<u>2020</u> £	<u>2020</u> £
Net income / (expenditure) for reporting period (as per statement of financial activities)	71,476	42,270
Interest received	(77)	(375)
Depreciation charge	63,560	36,491
(Profit)/loss on the disposal of fixed assets	-	-
(Increase)/decrease in debtors	(446,850)	167,209
Increase/(decrease) in creditors	606,321	(125,942)

Net cash used in operating activities	A	294,430	119,653
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	<u>2021</u> £	<u>2020</u> £
Analysis of cash and cash equivalents		
Cash at bank and in hand	272,053	167,347

The Green Corridor (Limited by Guarantee)

Notes to the financial statements for the year ended 31 December 2021

1 Statutory information

The Green Corridor is a charitable company limited by guarantee, registered in England and Wales. The registered office and principle place of business is Stanwell Moor Road, Staines-upon-Thames, Middlesex, TW19 6BS. The functional currency is sterling.

2 Accounting policies

a Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (Charities SORP FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b Public benefit entity

The Green Corridor meets the definition of a public benefit entity under FRS102.

c Going concern

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing material adjustment to the carrying amounts of assets and liabilities within the next reporting period. There are no material uncertainties about The Green Corridor's ability to continue as a going concern and the charitable company can comfortably operate based on confirmed funding with sufficient reserves.

d Income

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income, it is probable the income will be received and the amount can be quantified with reasonable accuracy. The following specific policies apply to particular categories of income:

Where donations and grants are restricted to future accounting periods, they are deferred and recognised in those future accounting periods. Grants for immediate financial support and assistance, or to reimburse costs previously incurred, are recognised immediately.

Income from charitable activities comprises training, educational and volunteer programmes which are included when receivable. Charitable activities also includes commissioned work carried out by The Green Corridor staff and learners and grants awarded for activities undertaken by the charitable company's project partners.

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution. On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

The Green Corridor (Limited by Guarantee)

Notes to the financial statements for the year ended 31 December 2021: continued

e Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f Expenditure and basis of apportioning costs

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis with the irrecoverable element of VAT included with the item to which it relates and has been classified under headings that aggregate all costs related to the category.

The allocation basis is reviewed annually and has been updated as follows:

30% of the CEO's time is allocated to governance, 30% to support costs including organisational development, with 40% allocated to education, training and employment development and managing frontline staff.

50% of the Marketing & HR Officer is allocated to raising funds and 50% to support.

100% of the Administrator role is allocated to support.

100% of the Premises Staff are allocated to support.

Telephone, insurance, payroll, utilities & security are fully allocated to support.

Accountancy is allocated 50% to governance and 50% to support

The balance of staff costs and other costs are allocated directly to the frontline delivery of education, training and employment of young people.

Payments to partners working on specifically funded projects have been disclosed separately in the Statement of Financial Activities and allocated to the period in which the expenditure is incurred.

g Tangible fixed assets and depreciation

The charitable company operates a policy of capitalising fixed asset items over £1,000. 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. The principal annual rates used for this purpose are:

Plant and machinery	25% on cost
Kitchen	25% on cost
PortaCabins	33% on cost
Computer Equipment	33% on cost
Motor vehicles	25% on cost
Site improvements & internal building works	25% on cost

h Leasing and hire purchase commitments

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the lease term.

The Green Corridor (Limited by Guarantee)

Notes to the financial statements for the year ended 31 December 2021: continued

i Pensions

The charitable company now operates an Auto Enrolment defined contribution pension scheme and makes contributions equivalent to a minimum of 3% of gross salaries on behalf of its employees. Contributions are charged to the Statement of Financial Activities as they are incurred. The charitable company has no liability under the scheme other than for the payment of those contributions.

j Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments. The trustees seek to use short term deposits to maximise the return on monies held at the bank and to manage cash flow.

k Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

l Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

o Fundraising

The Green Corridor doesn't use 3rd party fundraising organisations. Funds are raised through grants from Trusts, Foundations and Government grants and contracts. A small amount of donations and funds raised are received from individuals and from sales of products made in the course of charitable activities.

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: *continued*

3 Donations and legacies	Unrestricted	Restricted	Total 2021
	£	£	£
Heathrow Airport Ltd Core grant	5,000		5,000
Heathrow Airport Ltd Gift in Kind - building services	75,000		75,000
Heathrow Airport Ltd Gift in Kind - horticultural land	25,000		25,000
Other donations	32,250		32,250
Big Lottery		47,025	47,025
Heathrow Airport Ltd - CVP support		1,250	1,250
Thames Water		2,640	2,640
CVP Crane Valley Partnership		7,500	7,500
Environment Agency		1,875	1,875
Partner funding - CVP project pass through funding		11,779	11,779
Lloyds Bank Foundation		5,000	5,000
	137,250	77,069	214,319
Donations and legacies - prior year comparative			
	£	£	2020 £
Heathrow Airport Ltd Core grant	5,000	-	5,000
Heathrow Airport Ltd Gift in Kind - building services	75,000	-	75,000
Heathrow Airport Ltd Gift in Kind - horticultural land	20,000	-	20,000
Other donations	2,478	-	2,478
Big Lottery	-	92,890	92,890
Heathrow Airport Ltd - CVP support	-	5,000	5,000
Thames Water	-	10,000	10,000
CVP Crane Valley Partnership	-	28,750	28,750
Environment Agency	-	7,500	7,500
Lloyds Bank Foundation	-	20,000	20,000
Paddington Devt Trust	-	5,594	5,594
	102,478	169,734	272,212
4 Income from charitable activities			
	Unrestricted	Restricted	Total 2021
			£
Income from Education Health Care Plans	1,298,662	-	1,298,662
Corporate volunteer days and other	1,000	-	1,000
Fundraising sales	381	-	381
	1,300,043	-	1,300,043
Income from charitable activities - prior year comparative			
	£	£	2020 £
Income from training provision	2,455	-	2,455
Income from Education Health Care Plans	723,756	-	723,756
Corporate volunteer days and other	16,907	-	16,907
Fundraising sales	606	-	606
	743,724	-	743,724

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

5 Analysis of expenditure

	Cost of raising funds £	Charitable activities			Governance costs £	Support costs £	2021 Total £
		Education Training Employment £	CVP Partnership £				
Staff costs	15,694	722,736	-	20,410	126,414	885,254	
Direct project costs		230,777	11,164			241,941	
Staff training		21,681				21,681	
Audit fees				4,800		4,800	
Trustee related				2,552		2,552	
Depreciation		63,560				63,560	
Payments to partners						-	
Gift in Kind		100,000				100,000	
Volunteer expenses		137				137	
Premises		16,967			1,883	18,850	
Covid specific costs		4,922				4,922	
Other costs	1,146	9,365		10,543	78,212	99,266	
	16,840	1,170,145	11,164	38,305	206,509	1,442,963	
Support costs	2,813	195,434	1,865	6,398	(206,509)	-	
Governance costs	628	43,837	238	(44,703)	-	-	
Total expenditure 2021	20,281	1,409,416	13,265	-	-	1,442,963	

Of the total expenditure:	Unrestricted	Restricted	Total
2021	£ 1,327,080	£ 115,883	£ 1,442,963
2020	£ 781,335	£ 192,706	£ 974,041

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

5 Analysis of expenditure - prior year comparative

	<u>Charitable activities</u>					2020 Total £
	<i>Cost of raising funds £</i>	<i>Education Training Employment £</i>	<i>CVP Partnership £</i>	<i>Governance costs £</i>	<i>Support costs £</i>	
Staff costs	11,613	458,010	-	19,833	42,563	532,019
Direct project costs	-	170,039	29,568	3,703	16,692	220,002
Staff training		7,575				7,575
Audit fees	-	-	-	5,120	-	5,120
Trustee related	-	-	-	1,162	-	1,162
Depreciation	-	32,959	-	-	3,532	36,491
Payments to partners	-	-	-	-	-	-
Gift in Kind	-	95,000	-	-	-	95,000
Volunteer expenses	-	-	-	-	-	-
Premises		5,563				5,563
Covid specific costs		12,382				12,382
Other costs	7,585	4,934	-	-	46,208	58,727
	19,198	786,462	29,568	29,818	108,995	974,041
Support costs	2,419	99,093	3,726	3,757	(108,995)	-
Governance costs	772	31,615	1,189	(33,575)	-	-
Total expenditure 2020	22,389	917,170	34,481	-	-	974,041

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

6 Net income for the year

The net income for the year is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets owned by the charitable company	63,560	36,491
Operating lease rentals; equipment	271	271
Independent Examination	-	0
Audit	4,800	5,120

7 Staff costs

Staff costs during the year were:

	2021	2020
	£	£
Salaries and wages	800,834	482,831
Social Security costs	66,427	38,760
Other pension costs	17,993	10,428
	885,254	532,019

Number of employees

The average monthly number of employees during the year was:

	2021	2020
Training	30	17
Other	3	2

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

The key management personnel of the charitable company included the Trustees and Chief Executive Office. Total employee benefits paid to key management personnel including NIC and pension were £68,033 (2020: 64,000).

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

**8 Comparative Funds - Statement of Financial Activities for the
Year Ended 31 December 2020**

		Unrestricted Funds	Restricted Funds	Total Funds 2020
	Notes	£	£	£
Income				
<i>Donations and legacies</i>	3	102,478	169,734	272,212
<i>Interest received</i>		375	-	375
<i>Charitable activities</i>	4	743,724	-	743,724
Total income		846,577	169,734	1,016,311
Expenditure:	5			
<i>Raising funds</i>		22,389	-	22,389
<i>Charitable activities</i>		758,946	192,706	951,652
Total expenditure		781,335	192,706	974,041
Net income/(expenditure) before disposal of fixed assets		65,242 (22,972)	42,270
Disposal of fixed assets				
Net income/(expenditure) and net movement in funds for the year		65,242 (22,972)	42,270
Reconciliation of funds				
<i>Total funds brought forward</i>		154,421	73,565	227,986
Total funds carried forward		£ 219,663	£ 50,593	£ 270,256

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

9 Tangible fixed assets

	Computer Equipment £	Plant & Machinery £	Motor Vehicles £	Kitchen £	Site £	Total £
Cost:						
At 1 January 2021	42,471	61,782	20,919	78,254		203,426
Additions at cost	18,157	87,958	-	-	83,686	189,801
Disposals	(16,774)	(1,202)	-	-	-	(17,976)
At 31 December 2021	43,854	148,538	20,919	78,254	83,686	375,251
Depreciation:						
At 1 January 2021	28,490	19,906	17,411	63,581		129,388
Charge for year	11,449	27,128	3,508	14,673	6,802	63,560
On disposals	(16,774)	(1,202)	-	-	-	(17,976)
At 31 December 2021	23,165	45,832	20,919	78,254	6,802	174,972
Net book value:						
At 31 December 2021	20,689	102,706	-	-	76,884	200,279
<i>At 31 December 2020</i>	<i>13,981</i>	<i>41,876</i>	<i>3,508</i>	<i>14,673</i>	<i>-</i>	<i>74,038</i>

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

10 Debtors	2021	2020
Due within one year:	£	£
Trade debtors	551,901	72,622
Accrued income and other debtors	1,350	36,033
Prepayments	5,642	3,388
	<hr/>	<hr/>
	558,893	112,043
	<hr/>	<hr/>

11 Creditors	2021	2020
Amounts falling due within one year:	£	£
Trade creditors	40,955	21,829
Social Security and other taxes	25,271	13,742
Pension	5,157	2,623
Other creditors	78	78
Accruals	19,170	29,275
Deferred income	598,862	15,625
	<hr/>	<hr/>
	689,493	83,172
	<hr/>	<hr/>

12 Analysis of net assets between funds	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Fund Balances at 31 December 2021 are represented by:			
Tangible Fixed Assets	200,279	-	200,279
Current Assets	819,167	11,779	830,946
Creditors: Amounts falling due within one year	(689,493)	-	(689,493)
	<hr/>	<hr/>	<hr/>
Total net assets	329,953	11,779	341,732
	<hr/>	<hr/>	<hr/>

13 Analysis of net assets between funds - comparative 2020	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
<i>Fund Balances at 31 December 2020 are represented by:</i>			
<i>Tangible Fixed Assets</i>	<i>59,366</i>	<i>14,672</i>	<i>74,038</i>
<i>Current Assets</i>	<i>243,469</i>	<i>35,921</i>	<i>279,390</i>
<i>Creditors: Amounts falling due within one year</i>	<i>(83,172)</i>	<i>-</i>	<i>(83,172)</i>
	<hr/>	<hr/>	<hr/>
Total net assets	219,663	50,593	270,256
	<hr/>	<hr/>	<hr/>

The Green Corridor (Limited by Guarantee)

Notes to the financial statements for the year ended 31 December 2021: continued

14 Funds

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At 01-Jan 2021 £	Incoming £	Outgoing £	At 31-Dec 2021 £
Restricted Funds				
Project partner funding	12,400	(12,400)	-
Crane Valley Partnership	-	13,265	(13,265)
Thames Water Legacy	4,800	-	(4,800)
Pick, Cook, Serve	30,347	47,025	(77,372)
Mint	-	-	-	-
Partner funding - Crane Valley restoration	3,046	11,779	(3,046)
Lloyds	-	5,000	(5,000)
Paddington Development Trust	-	-	-	-
Total Restricted Funds	50,593	77,069	(115,883)	11,779
Unrestricted funds:				
General funds	219,663	1,437,370	(1,327,080)	329,953
Total funds	270,256	1,514,439	(1,442,963)	341,732

Restricted Funds - description

Crane Valley Partnership: Ongoing funding to support the post of CVP Development Manager, from Local Authorities, Thames Water, Environment Agency, Heathrow Airport Ltd. In April 2021 the CVP became a CIO in its own right and ceased to be a project run by Green Corridor

Thames Water Legacy: Final funding from Thames Water to evaluate and co-ordinate the lasting legacy from the Thames Water funding.

Pick, Cook, Serve: funding to enable GC to increase our offer with a catering qualification, encouraging learners to understand the relationship between growing, cooking and serving food. Supported by Big Lottery, Bernard Sunley Foundation and Heathrow Airport Ltd. The funding ended in August 2021. The project successfully continues as part of Green Corridor's core offering.

Lloyds: funding to support the CEO role during the development of the organisation and 5 year business plan. The funding ended in March 2021.

Partner funding - Crane Valley restoration: restoration project funded by Environment Agency and carried out by a partner.

Partner funding - funding received to support Green Corridor expansion.

**The Green Corridor
(Limited by Guarantee)**

Notes to the financial statements for the year ended 31 December 2021: continued

15 Funds - comparative 2020

The income funds of the charity include restricted and unrestricted funds comprising the following unexpended balances of donations and grants held on trust:

	At 01-Jan 2020 £	Incoming £	Outgoing £	At 31-Dec 2020 £
Restricted Funds				
Project partner funding	12,400	-	-	12,400
Crane Valley Partnership	-	51,250	(51,250)	-
Thames Water Legacy	4,800	-	-	4,800
Pick, Cook, Serve	49,524	92,890	(112,067)	30,347
Mint	3,743	-	(3,743)	-
Partner funding - Crane Valley restoration	3,098	-	(52)	3,046
Lloyds	-	20,000	(20,000)	-
Paddington Development Trust	-	5,594	(5,594)	-
Total Restricted Funds	73,565	169,734	(192,706)	50,593
Unrestricted funds:				
General funds	154,421	846,577	(781,335)	219,663
Total funds	227,986	1,016,311	(974,041)	270,256

The Green Corridor (Limited by Guarantee)

Notes to the financial statements for the year ended 31 December 2021: continued

16 Taxation

The charitable company is registered as a charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

17 Related parties

There are no related party transactions to disclose for 2021 (2020: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

18 Trustees

None of the trustees (or any person connected with them) received any remunerations from the charity during the year. No reimbursements were made to trustees in 2021 (2020: £nil) for travelling and other expenses and no payments were made direct to third parties.

19 Pension and other post-retirement benefit commitments

Defined contribution	2021	2020
	£	£
Contributions payable by the charitable company for the year	17,993	10,428

At 31 December 2021 £5,157 was outstanding, paid in January 2021 (2020: £2,622).

20 Operating lease commitments

The charitable company's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

Equipment	2021	2020
	£	£
Less than one year	245	271
One to five years	796	-

21 Contingent assets or liabilities

There are no contingent assets or liabilities at December 2021 (2020: Nil).

22 Professional indemnity insurance

The charitable company has insurance to protect it from loss arising from the neglect or defaults of its Trustees, employees and agents and to indemnify the Trustees or other officers against the consequences of any neglect or default on their part. The insurance premium paid by the charitable company during the year totalled £490 (2020: £336).

23 Liability of members

The Green Corridor is a company limited by guarantee and has no share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

24 Ultimate controlling party

The charitable company was under the control of the Trustees during the period under review. There is no single ultimate controlling party.