

# Annual Report

1<sup>st</sup> April 2024 to 31<sup>st</sup> March 2025

Ten Little Toes Baby Bank



**Ten Little Toes Baby Bank**  
**Legal and Administrative Information**  
For the Year Ended 31 March 2025

**LEGAL AND ADMINISTRATIVE INFORMATION**

**CHARITY NUMBER** 1184233

**START OF FINANCIAL PERIOD** 1<sup>st</sup> April 2024

**END OF FINANCIAL PERIOD** 31<sup>st</sup> March 2025

<b>Trustees</b>	Richard Benwell	Chairperson
	Sam Lusted	
	Kamila Klidzia	
	Anna Stapleton	
	Paul Petty	
	Karen Hayes	Treasurer

**LEGAL STATUS** Incorporated Charity

**OBJECTIVE** Ten Little Toes Baby Bank is a charitable incorporated organisation (CIO) which works with local agencies to provide support to families in crisis.

**REGISTERED OFFICE**

Ten Little Toes Baby Bank

The Former British Red Cross Building

West Green Drive

Crawley

West Sussex

RH11 7EL

Tel: 07387870935

Email: [office@tenlittletoesbabybank.org](mailto:office@tenlittletoesbabybank.org)

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**Legal and Administrative Information**  
For the Year Ended 31 March 2025

Website: [Ten Little Toes Baby Bank West Sussex](https://www.tenlittletoesbabybank.org)

[www.tenlittletoesbabybank.org](https://www.tenlittletoesbabybank.org)

**PRIMARY BANKERS**

Lloyds Bank

1 West Street  
Horsham  
RH12 1PA

**INDEPENDENT EXAMINER**

Matt Pannett ACCA

**Financial Statement:**

A summary of our Independently Examined Accounts for the year ending 31<sup>st</sup> March 2025 can be found at the end of this report.

The Board of Trustees is satisfied with the performance of the charity during the year and the position on 31<sup>st</sup> March 2025 and considers that the charity is in a position to continue its activities during the coming year, and that the charity's assets are adequate to fulfill its obligations.

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**TRUSTEES ANNUAL REPORT**

Ten Little Toes is a Charitable Incorporated Organisation. At the end of the financial year 2025, it is managed by a team of six trustees and four staff members who are responsible for the day-to-day running of the charity. It has a core team of active, regular volunteers who help manage the organisation. It uses ad hoc volunteers to help deliver and support its services where needed. The organisation is based in Crawley but serves the whole county of West Sussex.

**Activities and Objectives 2024-2025**

Throughout 2024-2025, Ten Little Toes has continued to support families experiencing hardship across West Sussex. We have continued to expand the network of social workers and health professionals we support and now work on an exclusively referral only basis. This enables Ten Little Toes to focus on those with the greatest need and ensure the support reaches the correct places in a timely and efficient manner.

We have continued to provide bundles of baby and child supplies to families who were experiencing crisis or financial hardship due to a range of circumstances including the increasing cost of living, homelessness, domestic abuse, mental and physical ill health, and a wide range of other causes. The closure of Sussex Aid for Refugees in the Crawley area has meant that we have reacted effectively to increased demand from the refugee and asylum seeker community. We continue to ensure that every handpicked bundle has included essential hygiene products for the adults and older children in the household to help alleviate hygiene poverty, unless opted out by the referrer. We continue to provide emergency bundles to families, including making deliveries where necessary, and we have continued to respond to emergency referrals within 24 hours where feasible.

During this financial year Ten Little Toes has worked hard on maintaining a consistent social media presence, which allows us to maintain the flow of donations and support for the charity. This engagement and reputation are core to the success of the charity and its ability to meet the needs of the community. We have continued to address our fundraising strategy, and work with potential funding partners to ensure our sustainability. We have secured funding via grants from Local Authorities, Trusts and Foundations, as well as a consistent line of unrestricted funds via charitable giving, and corporate support. We were selected as charity of the year for Crawley Festival, and for South Lodge Hotel, who have raised money throughout the year through a series of events and support. Fundraising continues to be a major focus for the coming years to ensure that our funding grows in line with the demand for our service.

Based on the performance of our past fundraising efforts, we've been reviewing our overall fundraising strategy and timeline with a view to build on it in the coming period. We're expanding the existing areas that worked well, and by engaging with our volunteers, supporters and beneficiaries we're looking for new innovative ideas to increase our income streams.

Ten Little Toes ran two school uniform events in the summer of 2024. This enabled us to bring new school uniforms to members of our community who may be struggling to access it, empowering children to start school in September 2024 with pride and raised sense of self-esteem. This is vital to a child's wellbeing and has a significant impact on their ability to thrive and integrate with their peers.

## Ten Little Toes Baby Bank

### Final Accounts for the Year Ended 31 March 2025

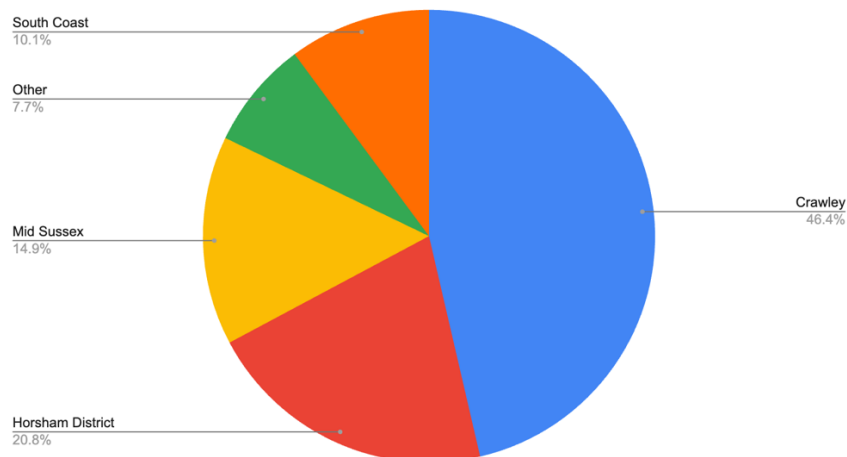
Our volunteer team remains the heart of our work, and we currently have an active team of 25 volunteers. In addition, we receive regular volunteering support from Southern Water – supporting us with property improvement and maintenance, and event management on an as required basis.

We have increased our social impact in general, attending local events and running fundraising campaigns.

In 2024-2025, Ten Little Toes supported 1,764 families via direct referral basis with an estimated in-kind value of approximately £556,000. This is defined as the ‘estimated cost of all items provided to families in need if these items had to be provided new’. While some of this value is real cost, in terms of new items which must be provided for health and hygiene purposes, the majority of this valuation is achieved via the donation of preloved goods. This supports an ethos of recycle and reuse where possible, saving good quality items from landfill. The bundle provided not only supports the child/children that the referral was made for but also the whole family so the impact and reach is much further. It is estimated that we have supported in excess of 5,000 children within these families.

We continue to reach out to major suppliers to source replacement parts to refurbish baby equipment to ensure it is safe and in good condition for its next recipient. Ten Little Toes strives to provide the highest quality items at all times.

Referrals by Location - 2024/25



NB. 'Other' refers to other West Sussex Districts.

In the FY 2024-2025 Ten Little Toes provided 1,068 clothing bundles to families across West Sussex and in excess of 500 pram/pushchairs. The majority of these items are secured preloved and are testament not only to the incredible community supporting our work, but also our commitment to reducing waste.

2024-2025 saw consistency in the distribution of referral origins, with 34% coming from professionals within Local Authority – like Social Workers, and Family Key Workers under the Early Help teams. 30% of referrals are generated by NHS workers, including health visitors and midwives. 29% come from partner groups, like local foodbanks, support organisations and fellow charities. Of

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the remaining referrals – approximately 3% are coming from local schools. This remains a target demographic to ensure that we are reaching families at the earliest opportunity to prevent decline into further poverty and reduce impact on statutory services.

Our impact continues to impact the families we support deeply. We collect regular feedback from our beneficiaries and referrers as detailed below.

The success of the organisation has resulted in us outgrowing our Crawley hub quicker than anticipated. To enable us to maintain consistent delivery and increase capacity in line with demand, we will be looking for alternative premises in the year ahead. This will enable us to consolidate our rent and storage liability, while providing safer working conditions for our team and volunteers. More space will allow us to continue to deliver an exceptional quality service to more families across West Sussex.

**Feedback Survey.**

We conducted a detailed survey at the end of 2024, which received responses from 95 referrers and 30 beneficiaries.

83% of our beneficiaries felt strongly or very strongly that our support had made them feel safer and looked after. Furthermore, 90% said that their children were happier and healthier as a result of our support. Importantly, 83% of these families also felt more able to access their wider community and other support services as a result of the bundles that Ten Little Toes provided.

Of our referrers, we asked if our service had had a positive impact on their wellbeing and that of their team. Ten Little Toes is empathic towards the pressure felt by professionals on the front line and therefore strive to ensure we support our partners effectively and efficiently. 92% agreed that our work has had a positive impact on their own wellbeing. They also told us that our service helps to support the positive connections they build with the families they work with, demonstrating the holistic nature of our impact on those who need it the most.

When asked about the quality of items in our bundles, 84% of referrers rated items as exceptional.

When asked in their own words to summarise the support given by Ten Little Toes, respondents commented as follows.

**Beneficiary 1**

During my pregnancy I had severe mental health due to stopping meds and had no money to provide for my child and unborn child. Receiving a bundle from you eased that pressure.

**Beneficiary 2**

I couldn't afford to keep buying different bottles when my baby was born, he was struggling with feeding and with 10 little toes helping me out make the stress of helping out my baby that little less stressful

**Beneficiary 3**

Helped with feeding my daughter and allowing us to put her into a cot which I couldn't afford.

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**Referrer 1**

As local authority budgets have been slashed throughout the years, funding for essential support for our families in need has near enough disappeared. Knowing the support is there for essentials, without fail, enables us to respond to families when they need it most. TLT's ensures families in need do not go without no matter their circumstances.

**Referrer 2**

Referred a family with 5 young children for a double buggy. They were SO grateful. This one small practical thing totally changed their day-to-day life. They now have the confidence to approach our service for other support if/when needed.

**Referrer 3**

A single mum who had fled Domestic Violence, her 1-year-olds pushchair was stolen. We were able to refer her to your service and within 24hrs she was provided with one. This was extremely helpful as she had 2 other children going to school and mum would have really struggled.

**Looking Forward**

We asked respondents to tell us what their priorities would be for Ten Little Toes. The following items were identified by our respondents.

- More events like school uniform events, clothing exchanges and events that bring our service into the community and make it more accessible to more families.
- Delivery service bringing bundles to a central location in major towns across West Sussex making us more accessible to more families county wide.
- Mobile donation stations across West Sussex so more people can make donations.

These priorities form the basis of several initiatives that will help us achieve our objectives for coming year.

The management team, with full approval from the board have agreed on the following objectives for 2025/2026.

- Expand our reach to more areas in the West of the County.
- Improve the support we provide in rural Horsham and Mid Sussex.
- Make school uniform more accessible to our families.
- Strengthen our core volunteer team.
- Streamline our current referral process to remove pinch points.
- Relocation to a new larger hub to enable us to continue meeting growing demand county wide.

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The board feels that delivering on the above objectives will provide a balance of increased offerings for the families we currently support while also enabling us to address some of the changes needed to the core functions that are central to how the charity operates. Combining these will ensure we are sustainable and well positioned for future growth.

**Financial Review**

The net income for the year was £205,565.20 including net income of £150,020 of restricted funds. The balance of restricted funds is set aside to meet the requirements of the grant maker, and the grant was spread over more than one financial year, this left £46,940 of restricted funds available for provision of support for the 2025/2026 financial year.

**Reserves Policy**

Our target reserve has increased significantly from the last financial year as the demand for the service has resulted in the need to employ more staff and to purchase more items for distribution to our vulnerable clients. We aim to redistribute donated items but many items such as mattresses bottles for feeding and hygiene products need to be new. The aim is to have six months to cover rent as we are tied into a lease, however we plan to look for alternative premises because of the increased demands on our service, we therefore have set aside a sum for new rental costs. We also aspire to six months of other running costs. There is also a fund to replace equipment such as shelving in our hub.

The Trustees want to improve outreach as we find that families living in poverty across West Sussex cannot access our support due to location. Referrers are juggling heavy workloads and are not able to travel to Crawley in the far north of the county. This is restricting our reach to the south of the county and rural areas. Demand on our volunteers has increased with them having to deliver bulky items to families. We therefore want to purchase a secondhand vehicle in order to increase our reach. A reserve has been set up to purchase a vehicle and for initial running costs. Grant funding will be sought for future years.



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**STATEMENT OF FINANCIAL ACTIVITIES (SOFA) for the financial year ending 31 March 2025**

Statement of Financial activities	Total 2024/25			Total 2023/24
	Unrestricted	Restricted	Total	
	£	£	£	£
<b>Incoming resources</b>				
Grants and Donations	48,791.24	150,020.00	198,811.24	112,862.02
Fundraising	3,689.43		3,689.43	2,615.65
Interest	859.99		859.99	367.71
Other income	2,204.54		2,204.54	1,389.61
	<b>£55,545.20</b>	<b>£150,020.00</b>	<b>£205,565.20</b>	<b>£117,234.99</b>
	£	£	£	£
Wages, NI and pensions	5,948.71	51,977.12	57,925.83	14,083.25
Travel and Transport	279.34	589.95	869.29	482.46
Uniforms	424.27	187.13	611.40	855.70
Utilities	610.91	1,937.59	2,548.50	4,123.79
Insurance	0.65	919.50	920.15	695.68
Premises related costs	461.84	1,673.25	2,135.09	817.82
Hub rent and storage	1,527.18	17,357.34	18,884.52	10,538.43
Premises improvements	788.71	4,062.46	4,851.17	12,268.38
Administration / office related	2,481.78	1,259.23	3,741.01	6,671.64
Computers, IT and Software	5.45	4,317.09	4,322.54	0.00
Phones	0.00	1,612.89	1,612.89	0.00
Training / staff and volunteer development	131.73	806.15	937.88	238.51
Resources for referral / items distributed	297.50	51,663.81	51,961.31	24,415.83
Fundraising / Event fees and costs	2,564.32	1,031.48	3,595.80	1,880.03
	0.00	0.00	0.00	0.00
	<b>£15,522.39</b>	<b>£139,394.99</b>	<b>£154,917.38</b>	<b>£77,071.52</b>
Net incoming/(Outgoing) Resources	40,022.81	10,625.01	50,647.82	40,163.47
Transfer between accounts	-836.16	836.16	0.00	0.00
Total Funds Brought Forward	26,231.06	39,434.99	65,666.05	25,502.58
Total Funds Carried Forward	<b>£65,417.71</b>	<b>£50,896.16</b>	<b>£116,313.87</b>	<b>£65,666.05</b>

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**BALANCE SHEET**

	Total 2024/25			Total 2023/24
	Unrestricted	Restricted	Total	
	£	£	£	£
Balance Sheet				
Fixed Assets	0.00	0.00	0.00	0.00
Current Assets				
Payment in Advance		3,956.16	3,956.16	3,956.16
Debtor			0.00	3,120.00
Cash at Bank Current Account and cash	3,278.17		3,278.17	4,289.89
Cash at bank Savings Account	62,139.54	46,940.00	109,079.54	54,300.00
<b>Total Current Assets</b>	<b>£65,417.71</b>	<b>£50,896.16</b>	<b>£116,313.87</b>	<b>£65,666.05</b>
<b>Net Assets</b>	<b>£65,417.71</b>	<b>£50,896.16</b>	<b>£116,313.87</b>	<b>£65,666.05</b>
Charity Funds				
General Funds	65,417.71		65,417.71	26,231.06
Restricted		50,896.16	50,896.16	39,434.99
<b>Total Charity Funds</b>	<b>£65,417.71</b>	<b>£50,896.16</b>	<b>£116,313.87</b>	<b>£65,666.05</b>

Restricted amounts are sums set aside from grant funding as outlined below.

			Restricted grants Amount set aside. £	Unrestricted £	Total £
Rent and storage	Full lease obligation for six months	12,000	12,000	0	12,000
New premises	We have outgrown our premises and require additional space. Provision for three months rent and set up costs.	10,500	2,496	8,004	10,500
Salaries	Six months at current level	39,080	10,344	28,736	39,080

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	plus redundancy should the charity close					
Premises costs including utilities	Six months	2,500		2,400	100	2,500
Core Costs including items for distribution	Six months	25,000		16,700	8,300	25,000
Events, outreach	Six months	2,000		800	1,200	2,000
Volunteers including training costs	Three months	800		200	600	800
Asset Replacement	Provision to fund a vehicle purchase and to replace IT and furniture as required	2,000		2,000	0	2,000
Vehicle purchase reserve	Purchase of a vehicle and contribution towards the first year running costs	15,200		0	15,200	15,200
Total		109,080		46,940	62,140	109,080

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**Notes to the accounts for the year ended 31 March 2025**

**1. Accounting policies**

**Basis of accounting**

These accounts have been prepared on the basis of historic costs in accordance with Accounting and Reporting by Charities – Statement of Recommended practice.

Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011. The charity constitutes a public benefit entity as defined by FRS 102.

**Going Concern**

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, if it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

**Grants and donations**

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources. Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

**Expenditure and liabilities**

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

**Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

**Tangible fixed assets**

Individual Tangible fixed assets costing more than £2,000 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight-line basis over their expected useful economic lives. However, no items have exceeded the £2,000 limit agreed.

**Pensions**

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

**Fund accounting**

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Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal. Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

2. Grants and Donations

See the table below.

	2024/25 Unrestricted Funds £	2024/25 Restricted Funds £	2024/25 Total Funds £	2023/24 Total Funds £
<b>Grants</b>				
Public Sector	-	99,980	99,980	42,570
Other	23,700	50,040	73,740	63,464
<b>Total Grants</b>	23,700	150,020	173,720	106,034
<b>Donations</b>				
South Lodge Hotel *	2,904	-	2,904	-
Allied World Assurance	2,500	-	2,500	-
John Lewis	2,500	-	2,500	-
Crawley Festival	1,001	-	1,001	-
INTENT	1,001	-	1,001	-
Other Grants and donations including gift aid *	14,773	-	15,185	6,828
<b>Total Donations</b>	24,679	-	25,091	6,828
<b>Total Grants and Donations</b>	<b>£48,379</b>	<b>£150,020</b>	<b>£198,811</b>	<b>£112,862</b>

\* In addition staff at the South Lodge Hotel have run several races during the year raising over £4,000

3. Staff cost and numbers.

After moving to the new hub in Crawley we have seen a significant increase in demand for our services. As a result, we have had to increase staff numbers.

	2024/25 £	2023/24 £
Gross Salaries	57,374	14,083
Pensions - Defined contribution pension scheme charity cost	552	0
<b>Total Salaries</b>	<b>£57,926</b>	<b>£14,083</b>

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Staff costs – the average number of full-time equivalent employees in the year was 2.1, one member of staff is paid for thirty hours, one twenty, one sixteen, and one for ten hours per week.

Employment allowance allows eligible employers to reduce their National Insurance liability by up to £5,000. The charity did not exceed this limit.

4. Restricted funds

The table below shows balances of restricted funds throughout the financial year.

Restricted funds received and carried over to 2025/26.

		£	£
Chalk Cliff	Core Costs		<b>5,000</b>
Shanley	Core Costs		<b>2,500</b>
Garfield Weston	Core Costs		<b>10,000</b>
Tesco Stronger Starts	Items for distribution	1,800	0
	Volunteer costs	100	0
	Core costs	100	0
<b>Total Tesco Stronger Starts</b>			<b>2,000</b>
National Lottery Community Fund	Premises costs	8,004	0
	Staff Costs	8,736	0
	Event resources	1,200	0
	Volunteer engagement	500	0
	Core costs	1,500	0
<b>Total National Lottery Community Fund</b>			<b>19,940</b>
<b>St James Foundation</b>	Items for distribution		<b>2,500</b>
<b>Sussex Community Foundation</b>	Salaries		<b>5,000</b>
			<b>£46,940</b>

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5. Debtors and prepayments

	2024/25 £	2023/24 £
Debtors		3,120
Prepayments (rent paid on 25 <sup>th</sup> March)	3,956	3,956

6. Cash and bank and in hand.

	2024/25 £	2023/24 £
Cash at bank	111,635	57,965
Cash in hand	723	625

7. Creditors and accruals

	2024/25 £	2023/24 £
	0	0

8. Related parties

Three of the employees of the charity are related to Trustees. All decisions regarding employees are agreed by all Trustees.

**Trustee expenses**

No trustee received any expenses during this or the previous year (parking doesn't count).

Some trustees have made small donations to the charity in sponsorship for members undertaking a 10k race in Worthing earlier in the year, however these donations are not material.

**Trustee remuneration and benefits**

No trustee received any remuneration or benefit during this or the previous year.

**Remuneration and benefits received by key management personnel.**

The total employee benefits received by key management personnel were £26,824.

9. **Audit**

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The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The accounts have been prepared in accordance with the special provisions relating to small companies under s477 of the Companies Act 2006. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provision applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

**Independent examiner's report to the trustees of Ten Little Toes Baby Bank.**

I report to the trustees on my examination of the accounts of the Baby Bank (the charity) for the year ended 31<sup>st</sup> March 2025.

**Responsibilities and basis of report**

As the charity trustees of the Charity you are responsible for the preparation of the accounts in accordance with the Charities Act 2011 (the 2011 Act). It is my responsibility to:

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

**Independent examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the Charity as required by section 130
2. The accounts do not accord with those records; or
3. The accounts do not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirements that the accounts give a 'true and fair' view which is not a matter considered by the independent examination.
4. I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.
- 5.





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Mr. Matthew Pannett ACCA

Date: 21 April 2025

Approved by the Trustees on 30 June 2025 and signed on behalf of the Trustees:

Mr Richard Benwell (Chair)

Handwritten signature of R. Benwell in black ink.

Mrs Karen Hayes (Treasurer)

Handwritten signature of K. Hayes in black ink.

Date: 30 June 2025

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**Reserves Policy**

**Scope**

This reserves policy explains to existing and potential funders, donors, beneficiaries and other stakeholders why we are holding a particular number of reserves. It gives confidence to stakeholders that our finances are being properly managed and will also provide an indicator of future funding needs and our resilience.

**Oversight**

The amount held in reserves will be monitored during the course of the year as part of our budgetary process and financial monitoring. These reserves will be reviewed annually as part of the budget process.

**Definitions**

**Reserves.** Are the part of our unrestricted funds that are freely available to spend on any of our purposes. The items excluded from reserves are:

- tangible fixed assets used to carry out the charity's activities, such as land and buildings.
- programme-related investments those held solely to further the charity's purposes.
- designated funds set aside to meet essential future spending, such as funding a project that could not be met from future income.
- commitments that have not been provided for as a liability in the accounts.

**Restricted Funds.** Fall outside the definition of reserves, but the nature and amount of such funds may impact on our reserves policy. Where significant amounts are held as restricted funds the nature of the restriction is considered, as such funds may reduce the need for reserves in particular areas of our work.

**Why do we need reserves:**

The reserves policy aims to ensure the responsible management of resources, enhancing our organisational stability and ensure we can continue to fulfil our mission of serving our community and beneficiaries effectively. The primary objectives of this policy are to:

- Provide financial stability and resilience to withstand economic uncertainties and unforeseen events.
- The organisation's responsibilities as an employer to hold sufficient funds to provide proper notice and redundancy costs in the event of closure.
- Maintain adequate funds to support ongoing activities including rent and utilities, salaries and the provision of bundles and the purchase of equipment needed to support local families.
- The organisation's responsibilities as a leaseholder with full-repairing responsibilities. It is the trustees' intention to build a capital improvement fund over the next few years to meet future repair and refurbishment commitments. The current level is low due to investment in the current year which has been mainly funded by grants.

We aim to hold between £75,000 and £95,000 in our reserves. This is determined based on a comprehensive assessment of risks, operational needs, and strategic priorities. These levels are periodically reviewed and adjusted as necessary to align with the charity's goals.

This level has been increased in the last financial year due to the charity expanding significantly due to moving to new rented premises and a substantial increase in demand for our services. We are holding more

**Ten Little Toes Baby Bank**  
Final Accounts for the Year Ended 31 March 2025

than the £95,000 due to the need to move accommodation which we have outgrown and the aspiration to purchase a vehicle in order to increase outreach.

Where funding is received for specific core activities and held separately within restricted funds, the value of reserves held may reflect this. This will be outlined in detail within the annual report.

Risks associated with reserve management are identified, assessed, and managed by the board of trustees. This includes monitoring financial risks, regulatory compliance, and external factors that may impact the charity's financial stability and sustainability.


**Governance and Monitoring:**

Oversight of reserve management is the responsibility of or designated committee, which regularly reviews reserve levels and compliance with policy guidelines. Periodic reports will be provided to stakeholders to ensure transparency and accountability.

**Review and Amendment:**

This reserve policy is subject to periodic review and may be amended as necessary to reflect changes in the charity's operations, external environment, or regulatory requirements.

**Conclusion:** The reserve policy of Ten Little Toes Baby Bank is instrumental in ensuring the responsible stewardship of financial resources, enabling us to fulfil our mission and serve our beneficiaries effectively. By adhering to this policy, we demonstrate our commitment to accountability, transparency, and sustainability in pursuit of our charitable objectives.

Review Date	Reviewed by	Signed
28/03/2025	Kamila Klidzia	
28/03/2025	Karen Hayes	