

LADYBIRDS PLAYGROUP

England & Wales · Charity number 1036691

Details

Other names	LADYBIRDS PRESCHOOL
Status	Registered
Legal form	Other
Registered	1994-04-20
Register	View on the Charity Commission register

Contact

Address	Ladybird Preschool 28 Sutton Road Walpole Cross Keys King's Lynn Norfolk PE34 4HD
Phone	07808723891
Email	ladybirdspreschool@ymail.com

Activities

Objects: THE AIMS OF THE PRE-SCHOOL ARE TO ENHANCE THE DEVELOPMENT AND EDUCATION OF CHILDREN PRIMARILY UNDER STATUTORY SCHOOL AGE BY ENCOURAGING PARENTS TO UNDERSTAND AND PROVIDE FOR THE NEEDS OF THEIR CHILDREN THROUGH COMMUNITY GROUPS AND BY:(A) OFFERING APPROPRIATE PLAY, EDUCATION AND CARE FACILITIES, FAMILY LEARNING AND EXTENDED HOURS GROUPS, TOGETHER WITH THE RIGHT OF PARENTS TO TAKE RESPONSIBILITY FOR AND TO BECOME INVOLVED IN THE ACTIVITIES OF SUCH GROUPS, ENSURING THAT SUCH GROUPS OFFER OPPORTUNITIES FOR ALL CHILDREN WHATEVER THEIR RACE, CULTURE, RELIGION, MEANS OR ABILITY;(B) ENCOURAGING THE STUDY OF THE NEEDS OF SUCH CHILDREN AND THEIR FAMILIES AND PROMOTING PUBLIC INTEREST IN AND RECOGNITION OF SUCH NEEDS IN THE LOCAL AREAS;(C) INSTIGATING AND ADHERING TO AND FURTHERING THE AIMS AND OBJECTS OF THE PRE-SCHOOL LEARNING ALLIANCE.

Activities: The children are learning through play, gaining social skills.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£125,678	£114,054	-	-
2024-08-31	£101,199	£88,071	-	-
2023-08-31	£96,310	£83,199	-	-
2022-08-31	£81,188	£69,378	-	-
2021-08-31	£85,494	£67,247	-	-
2020-08-31	£51,141	£51,805	-	-

Trustees

Name	Role	Appointed
Karlie Powell		2024-11-18
Kim Griffiths		2024-11-20
MICHELLE White		2014-10-01
Nikki Courtman		2018-09-01

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS
for the year ended
31 August 2025



LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Karlie Powell
Mrs Michelle White
Mrs Nikki Courtman
Mrs Kim Griffiths

Chair
Treasurer

Appointed 18 November 2024

Appointed 20 November 2024

Bankers

Barclays Bank
91 - 92 High Street
King's Lynn
Norfolk
PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.
Hoekman Way
Spalding
Lincs
PE11 3HE

Registered Office

28 Sutton Road
Walpole Cross Keys
King's Lynn
Norfolk
PE34 4HD

LADYBIRDS PLAYGROUP
Annual Report
for the year ended 31 August 2025

The trustees present their report with the financial statements for the year ended 31 August 2025. The financial statements comply with the Charities Act 2011, the charity's constitution and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

Structure, governance and management

Governing document

The charity is constituted by the Charity Commission and is a registered charity with the charity number 1036691. The charity was formed in 1993 and became a registered charity on 20 April 1994. The charity is governed by its constitution, which was adopted on 21 July 1993 and amended along with other Preschools on 1 March 2017.

Appointment of trustees

A prospective trustee must be formally proposed and approved by the current committee.

Objectives and Activities

Ladybirds aim is to provide high quality care and education for children below statutory school age,

- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
- c) making sure that the setting has, and works to, policies that help it to provide a high quality service,
- d) making sure that the setting works in partnership with the children's parents.

The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child.

There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2025

Achievements and performance

Ladybirds has had another amazing year, with the setting being full with each session at full capacity of 28 children we are now operating a waiting list. We have had some wonderful experiences this year for the children which has really helped their development from the music man coming in weekly, to a Shetland pony visit. The children thrive when they are happy and supported and with their additional needs the music man has been great music therapy.

We remain inclusive and look for different outside organisations to visit us and give all the children varied activities. This year we have had zoo lab visit and also a local pony which the children loved.

The fees paid by the parents had been forced upwards as a result of reduced government funding and increased costs. However, Ladybirds has continued to grow and been able to sustain the capacity numbers of children attending the setting; with a waiting list for children wanting to attend.

Following a fundraising effort, we have managed to have the garden refurbished so the children can enjoy more time outside. All expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the maximum number of children and the need to continually update equipment in order to keep it in line with current standards.

The results for the charity for the financial year are detailed on pages 5 and 6.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Reserves policy

As well as a current account holding £52,352, the Charity holds £22,214 in a deposit account in case of closure should government funding and children demand reduce due to the need to increase the pricing. Funds held at the year end roll forward to enable summer clubs and the following school year to be adequately funded, i.e. retain staffing and other overheads.

Approved by the charity's trustees on **16 June 2026** and signed on their behalf by:

Mrs Nikki Courtman
Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2025, which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

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 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Chartered Accountant
Spalding**

Date: **16 June 2026**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2025

	2025	2024
	Total	Total
	£	£
Incoming resources		
LCC Funding	112,668	70,769
Club fees	12,075	28,129
	<u>124,743</u>	<u>98,898</u>
Fundraising	571	2,156
Investment income - Bank interest	364	145
	<u>125,678</u>	<u>101,199</u>
Total incoming resources		
	<u><u>125,678</u></u>	<u><u>101,199</u></u>
Resources expended		
Wages	95,329	76,300
Staff training and First Aid	410	147
Staff expenses	350	350
Uniforms and clothing	708	128
Toys, books and equipment	4,369	1,801
Educational visits and tutoring	1,702	450
Pet costs	168	105
Refreshments	882	1,505
Rent and rates	-	1,681
Insurance	653	631
Repairs and renewals	379	90
Cleaning	1,094	
Telephone	160	190
Post and stationery	889	433
Subscriptions	180	450
Sundry expenses	264	315
Independent examination	635	495
Professional fees	570	835
Payroll fees	546	1,152
Capital assets acquired	4,766	1,013
	<u>114,054</u>	<u>88,071</u>
Total resources expended		
	<u><u>114,054</u></u>	<u><u>88,071</u></u>
Net expenditure	<u><u>11,624</u></u>	<u><u>13,128</u></u>
Cash funds at 1 September	<u>65,743</u>	<u>52,615</u>
Cash funds at 31 August	<u><u>77,367</u></u>	<u><u>65,743</u></u>

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2025

	2025 £	2024 £
Cash deposits		
Barclays Community account	52,352	41,328
Barclays Savings account - Redundancy	22,214	22,222
Barclays Savings account - Fundraising	2,801	2,193
	<u>77,367</u>	<u>65,743</u>
Debtors		
Counselling (Contract)	-	738
PAYE and NI	2,060	756
Prepayments	505	707
	<u>79,932</u>	<u>67,944</u>
Monetary assets		
Creditors		
Independent examiner's fee	500	500
Rent	156	-
Other professional fees	728	967
PAYE and NI	-	-
	<u>1,384</u>	<u>1,467</u>
Monetary liabilities		
Net monetary assets	<u><u>78,548</u></u>	<u><u>66,477</u></u>

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

4 Non-monetary assets

On a regular basis the charity acquires equipment, toys and games for the children which will last more than one period but keeping a detailed track of such assets would take unreasonable amount of time.

During the year, the charity spent £4,547 on a garden area and furniture for that area. This area can be used for educational growing and other activities.

These accounts were approved by the board on **16 June 2026**.

Mrs Michelle White
Trustee

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS
for the year ended
31 August 2024



LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Karlie Powell
Miss Michelle Borkertas
Mrs Nikki Courtman

Chair
Treasurer

Appointed 18 November 2024

Bankers

Barclays Bank
91 - 92 High Street
King's Lynn
Norfolk
PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.
Hoekman Way
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Registered Office

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LADYBIRDS PLAYGROUP
Annual Report
for the year ended 31 August 2024

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Governing document

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Appointment of trustees

A prospective trustee must be formally proposed and approved by the current committee.

Objectives and Activities

Ladybirds aim is to provide high quality care and education for children below statutory school age,

- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
- c) making sure that the setting has, and works to, policies that help it to provide a high quality service,
- d) making sure that the setting works in partnership with the children's parents.

The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2024

Achievements and performance

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The fees paid by the parents had been forced upwards as a result of reduced government funding and increased costs. However, Ladybirds has continued to grow and been able to sustain the capacity numbers of children attending the setting.

All expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the maximum number of children and the need to continually update equipment in order to keep it in line with current standards.

As well as a current account, the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

The results for the charity for the financial year are detailed on pages 5 and 6.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Reserves policy

As well as a current account, the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy. As a result of governmental policy reducing the funding availability we have increased this provision so that funds remain available should they be needed.

Approved by the charity's trustees on **25 June 2025** and signed on their behalf by:

Mrs Nikki Courtman

Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2024, which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

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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 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Chartered Accountant
Spalding**

Date: **25 June 2025.**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2024

	2024	2023
	Total	Total
	£	£
Incoming resources		
LCC Funding	70,769	82,941
Club fees	28,129	13,323
	<u>98,898</u>	<u>96,264</u>
Fundraising	2,156	-
Investment income - Bank interest	145	46
	<u>101,199</u>	<u>96,310</u>
Total incoming resources	<u><u>101,199</u></u>	<u><u>96,310</u></u>
Resources expended		
Wages	76,300	67,671
Staff training and First Aid	147	52
Rent and rates	1,681	1,439
Insurance	631	526
Repairs and renewals	90	381
Toys, books and equipment	1,801	2,307
Educational visits and tutoring	450	-
Pet costs	105	190
Uniforms and clothing	128	285
Shopping and resources	1,505	4,174
Telephone	190	110
Post and stationery	433	875
Subscriptions	450	50
Sundry expenses	315	464
Independent examination	495	2,182
Professional fees	835	1,285
Payroll fees	1,152	576
Capital assets acquired	1,013	632
	<u>88,071</u>	<u>83,199</u>
Total resources expended	<u><u>88,071</u></u>	<u><u>83,199</u></u>
Net expenditure	<u><u>13,128</u></u>	<u><u>13,111</u></u>
Cash funds at 1 September	<u>52,615</u>	<u>39,504</u>
Cash funds at 31 August	<u><u>65,743</u></u>	<u><u>52,615</u></u>

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2024

	2024 £	2023 £
Cash deposits		
Barclays Community account	41,328	45,501
Barclays Savings account - Fundraising	2,193	-
Barclays Savings account - Redundancy	22,222	7,114
	65,743	52,615
Debtors		
Counselling (Contract)	738	-
PAYE and NI	756	-
Prepayments	368	307
	67,605	52,922
Monetary assets		
Creditors		
Independent examiner's fee	500	495
Rent	-	33
Other professional fees	967	835
	1,467	1,363
Monetary liabilities		
Net monetary assets	66,138	51,559
Total net assets	66,138	51,559

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

These accounts were approved by the board on **25 June 2025**.

Miss Michelle Borkertas
Trustee

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS
for the year ended
31 August 2023



LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Michelle Borkertas

Mrs Nikki J Courtman

Bankers

Barclays Bank

91 - 92 High Street

King's Lynn

Norfolk

PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.

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Governing document

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Appointment of trustees

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Objectives and Activities

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- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
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The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2023

Achievements and performance

This year Ladybirds has continued to go from strength to strength and has been able to sustain the numbers of children attending the setting throughout the year and a waiting list is still necessary, even with the uncertainty and the struggles with the pandemic.

All expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the increased number of children and the need to update equipment in order to bring it into line with current standards.

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

The results for the charity for the financial year are detailed on pages 5 and 6.

Reserves policy

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Approved by the charity's trustees on **12 June 2024** and signed on their behalf by:

Miss Michelle Borkertas
Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2023, which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Chartered Accountant
Spalding**

Date: **13 June 2024.**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2023

	2023		2022
	Total		Total
	£		£
Incoming resources			
LCC Funding	82,941	64,880	
Club fees	13,323	16,248	
	<u>96,264</u>	<u>81,128</u>	
Fundraising	-	57	
Other	46	3	
Total incoming resources	<u><u>96,310</u></u>	<u><u>81,188</u></u>	
Resources expended			
Wages	67,671	61,271	
Staff training and First Aid	52	384	
Fundraising	-	47	
Rent and rates	1,439	650	
Insurance	526	485	
Repairs and renewals	381	311	
Toys, books and equipment	2,307	1,886	
Pet costs	190	102	
Uniforms	285	205	
Shopping and resources	4,174	2,765	
Telephone	110	80	
Post and stationery	875	407	
Subscriptions	50	159	
Sundry expenses	464	26	
Independent examination	2,182	-	
Professional fees	1,285	-	
Payroll fees	576	600	
Capital assets acquired	632	-	
	<u>83,199</u>	<u>69,378</u>	
Total resources expended	<u><u>83,199</u></u>	<u><u>69,378</u></u>	
Net expenditure	<u><u>13,111</u></u>	<u><u>11,810</u></u>	
Cash funds at 1 September	<u>39,504</u>	<u>27,694</u>	
Cash funds at 31 August	<u><u>52,615</u></u>	<u><u>39,504</u></u>	

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2023

	2023 £	2022 £
Cash deposits		
Barclays Community account	45,501	32,436
Barclays Savings account	7,114	7,068
Monetary assets	<u>52,615</u>	<u>39,504</u>
Debtors		
Prepayments	<u>307</u>	<u>283</u>
Creditors		
Independent examiner's fee	495	2,167
Rent	33	440
Other professional fees	560	1,185
PAYE and NI	-	995
Monetary liabilities	<u>1,088</u>	<u>4,787</u>
Net monetary assets	<u><u>51,834</u></u>	<u><u>35,000</u></u>
Total net assets	<u><u>51,527</u></u>	<u><u>34,717</u></u>

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

These accounts were approved by the board on **12 June 2024**.

Mrs Nikki J Courtman
Trustee

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS
for the year ended
31 August 2022

LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Michelle Borkertas

Mrs Nikki J Courtman

Miss Emma Bunkall (resigned 17 December 2020)

Bankers

Barclays Bank

91 - 92 High Street

King's Lynn

Norfolk

PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.

Hoekman Way

Spalding

Lincs

PE11 3HE

Registered Office

28 Sutton Road

Walpole Cross Keys

King's Lynn

Norfolk

PE34 4HD

LADYBIRDS PLAYGROUP
Annual Report
for the year ended 31 August 2022

The trustees present their report with the financial statements for the year ended 31 August 2022. The financial statements comply with the Charities Act 2011, the charity's constitution and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

Structure, governance and management

Governing document

The charity is constituted by the Charity Commission and is a registered charity with the charity number 1036691. The charity was formed in 1993 and became a registered charity on 20 April 1994. The charity is governed by its constitution, which was adopted on 21 July 1993.

Appointment of trustees

A prospective trustee must be formally proposed and approved by the current committee.

Objectives and Activities

Ladybirds aim is to provide high quality care and education for children below statutory school age,

- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
- c) making sure that the setting has, and works to, policies that help it to provide a high quality service, and
- d) making sure that the setting works in partnership with the children's parents.

The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2022

Achievements and performance

This year Ladybirds has continued to go from strength to strength and has been able to sustain the numbers of children attending the setting throughout the year and a waiting list is still necessary, even with the uncertainty and the struggles with the pandemic.

All expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the increased number of children and the need to update equipment in order to bring it into line with current standards.

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

The results for the charity for the financial year are detailed on pages 5 and 6.

Reserves policy

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Approved by the charity's trustees on **24 July 2023** and signed on their behalf by:

Miss Michelle Borkertas
Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2022, which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

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 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Chartered Accountant
Spalding**

Date: **24 July 2023.**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2022

	2022	2021
	Total	Total
	£	£
Incoming resources		
LCC Funding	64,880	50,592
Club fees	16,248	29,596
Donations	-	5,305
	<u>81,128</u>	<u>85,493</u>
Fundraising	57	-
Other	3	1
Total incoming resources	<u><u>81,188</u></u>	<u><u>85,494</u></u>
Resources expended		
Wages	61,271	57,259
Staff training and First Aid	384	52
Fundraising	47	-
Rent and rates	650	806
Insurance	485	436
Repairs and renewals	311	-
Toys, books and equipment	1,886	-
Uniforms	205	259
Shopping and resources	2,867	2,672
Telephone	80	60
Post and stationery	407	4,873
Subscriptions	159	248
Sundry expenses	26	78
Independent examination	-	504
Payroll fees	600	-
Total resources expended	<u><u>69,378</u></u>	<u><u>67,247</u></u>
Net expenditure	<u><u>11,810</u></u>	<u><u>18,247</u></u>
Cash funds at 1 September	<u>27,694</u>	<u>9,447</u>
Cash funds at 31 August	<u><u>39,504</u></u>	<u><u>27,694</u></u>

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2022

	2022 £	2021 £
Cash deposits		
Barclays Community account	32,436	20,255
Barclays Savings account	7,068	7,064
Petty cash	-	375
Monetary assets	<u>39,504</u>	<u>27,694</u>
Debtors		
Prepayments	<u>283</u>	<u>273</u>
Creditors		
Independent examiner's fee	2,167	1,692
Rent	440	-
Other professional fees	1,185	360
PAYE and NI	995	-
Monetary liabilities	<u>4,787</u>	<u>1,692</u>
Net monetary assets	<u><u>35,000</u></u>	<u><u>26,275</u></u>
Total net assets	<u><u>34,717</u></u>	<u><u>26,002</u></u>

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

These accounts were approved by the board on **24 July 2023**.

Mrs Nikki J Courtman
Trustee

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS

for the year ended

31 August 2021

LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Michelle Borkertas
Miss Emma Bunkall
Mrs Nikki J Courtman

Bankers

Barclays Bank
91 - 92 High Street
King's Lynn
Norfolk
PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.
Moore Thompson
Bank House
Broad Street
Spalding
Lincs
PE11 1TB

Registered Office

28 Sutton Road
Walpole Cross Keys
King's Lynn
Norfolk
PE34 4HD

LADYBIRDS PLAYGROUP
Annual Report
for the year ended 31 August 2021

The trustees present their report with the financial statements for the year ended 31 August 2021. The financial statements comply with the Charities Act 2011, the charity's constitution and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2017 (as updated through Update Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Structure, governance and management

Governing document

The charity is constituted by the Charity Commission and is a registered charity with the charity number 1036691. The charity was formed in 1993 and became a registered charity on 20 April 1994. The charity is governed by its constitution, which was adopted on 21 July 1993.

Appointment of trustees

A prospective trustee must be formally proposed and approved by the current committee.

Objectives and Activities

Ladybirds aim is to provide high quality care and education for children below statutory school age,

- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
- c) making sure that the setting has, and works to, policies that help it to provide a high quality service, and
- d) making sure that the setting works in partnership with the children's parents.

The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2021

Achievements and performance

This year Ladybirds has gone from strength to strength and has been able to sustain the numbers of children attending the setting throughout the year and a waiting list is still necessary. As a result of the increased demand Ladybirds has reassessed the setting and can now offer more places to children whilst staying within the guidelines set by Ofsted.

An increase in numbers in recent years saw the taking on of an apprentice in 2017 to ensure ratios and standards were maintained and to distribute workloads, this has continued however no grant has been received this year or in the prior year to cover the additional cost. Additional costs continue to occur due to the increase in the National Living wage and subsequent payroll costs.

All other expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the increased number of children and the need to update equipment in order to bring it into line with current standards.

The results for the charity for the financial year are detailed on pages 5 and 6.

Reserves policy

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Approved by the charity's trustees on **4 November 2022** and signed on their behalf by:

Miss Michelle Borkertas
Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2021 which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

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 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Moore Thompson
Chartered Accountants
Spalding**

Date: **7 November 2022.**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2021

	2021	2020
	Total	Total
	£	£
Incoming resources		
LCC Funding	29,596	7,559
Club fees	50,592	43,377
Donations	5,305	105
	<u>85,493</u>	<u>51,041</u>
Fundraising	-	89
Other	1	11
Total incoming resources	<u><u>85,494</u></u>	<u><u>51,141</u></u>
Resources expended		
Wages	57,259	48,011
Staff training and First Aid	52	120
Rent and rates	806	533
Insurance	436	-
Uniforms	259	69
Shopping	2,672	254
Telephone	60	35
Post and stationery	4,873	1,659
Subscriptions	248	628
Sundry expenses	78	226
Independent examination	504	270
Total resources expended	<u><u>67,247</u></u>	<u><u>51,805</u></u>
Net expenditure	<u><u>18,247</u></u>	<u><u>(664)</u></u>
Cash funds at 1 September	<u>9,447</u>	<u>10,111</u>
Cash funds at 31 August	<u><u>27,694</u></u>	<u><u>9,447</u></u>

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2021

	<i>Note</i>	2021 £	2020 £
Cash deposits			
Barclays Community account		20,255	2,336
Barclays Savings account		7,064	7,063
Petty cash		375	48
Monetary assets		<u>27,694</u>	<u>9,447</u>
Creditors			
Independent examiner's fee		564	564
Monetary liabilities		<u>564</u>	<u>564</u>
Total net assets		<u><u>27,130</u></u>	<u><u>8,883</u></u>

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

These accounts were approved by the board on **5 November 2022**.

Mrs Nikki J Courtman
Trustee

Accounts

LADYBIRDS PLAYGROUP
CHARITY COMMISSION REGISTERED NO.1036691

STATEMENT OF ACCOUNTS

for the year ended

31 August 2020

LADYBIRDS PLAYGROUP

Charity Information

Charity number: 1036691

Trustees

Miss Michelle Borkertas
Miss Emma Bunkall
Mrs Nikki J Courtman

Bankers

Barclays Bank
91 - 92 High Street
King's Lynn
Norfolk
PE30 1BL

Independent Examiner

K.J. Maggs F.C.A.
Moore Thompson
Bank House
Broad Street
Spalding
Lincs
PE11 1TB

Registered Office

28 Sutton Road
Walpole Cross Keys
King's Lynn
Norfolk
PE34 4HD

LADYBIRDS PLAYGROUP
Annual Report
for the year ended 31 August 2020

The trustees present their report with the financial statements for the year ended 31 August 2020. The financial statements comply with the Charities Act 2011, the charity's constitution and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2017 (as updated through Update Bulletin 1 published on 2 February 2016), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Structure, governance and management

Governing document

The charity is constituted by the Charity Commission and is a registered charity with the charity number 1036691. The charity was formed in 1993 and became a registered charity on 20 April 1994. The charity is governed by its constitution, which was adopted on 21 July 1993.

Appointment of trustees

A prospective trustee must be formally proposed and approved by the current committee.

Objectives and Activities

Ladybirds aim is to provide high quality care and education for children below statutory school age,

- a) to work in partnership with parents to help children to learn and develop,
- b) add to the life and well-being of the local community, and
- c) offer children and their parents a service that promotes equality and values diversity.

The provision for children's development and learning is guided by The Early Years Foundation Stage (DCFS 2007). From September 2008 the Early Years Foundation Stage became law. This brings together Birth to Three Matters and the Curriculum Guidance for the Foundation Stage. Our provision reflects the four key themes and 16 commitments of the Early Years Foundation Stage.

Governance

Ladybirds has a parent management committee whose members are elected by the parents of the children who attend the setting. The elections take place at our Annual General meeting in October.

The Committee is responsible for;

- a) managing the setting's finances,
- b) employing and managing the staff,
- c) making sure that the setting has, and works to, policies that help it to provide a high quality service, and
- d) making sure that the setting works in partnership with the children's parents.

The Annual General meeting is open to the parents of all of the children who attend the setting. It is our shared form for looking back over the previous years activities and shaping the coming years plan. Our setting recognises parents as the first and most important educators of their children. All of the staff see themselves as partners with parents in providing care and education for their child. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as exchanging knowledge about their children's needs activities, interests and progress, with the staff helping at sessions of the setting, sharing their own special interests with the children, helping to provide, make and look after the equipment and materials used in the children's play activities, being part of the management of the setting, taking part in events and informal discussions about the activities and curriculum provided by the setting, joining in community activities in which the setting takes part and building friendships with other parents in the setting.

LADYBIRDS PLAYGROUP
Annual Report (continued)
for the year ended 31 August 2020

Achievements and performance

This year Ladybirds has gone from strength to strength and has been able to sustain the numbers of children attending the setting throughout the year and a waiting list is still necessary. As a result of the increased demand Ladybirds has reassessed the setting and can now offer more places to children whilst staying within the guidelines set by Ofsted.

An increase in numbers in recent years saw the taking on of an apprentice in 2017 to ensure ratios and standards were maintained and to distribute workloads, this has continued however no grant has been received this year or in the prior year to cover the additional cost. Additional costs continue to occur due to the increase in the National Living wage and subsequent payroll costs.

All other expenditure has been well managed by staff and most areas have followed a similar spending pattern to other years. Significant increases have been seen in training, resources and equipment in recent years, which is due to the increased number of children and the need to update equipment in order to bring it into line with current standards.

The results for the charity for the financial year are detailed on pages 5 and 6.

Reserves policy

As well as a current account the Charity holds a small amount in a deposit account in case of closure and the need for pay-out of redundancy.

Public Benefit

We maintain that the aims and objectives of the charity remain of public benefit as shown within the activities and achievements and performance above. The trustees consider that the objectives and activities of the charity are in accordance with the Charity Commissions' general guidance on public benefit. The early years development of the children benefitting from the Charity's objects gives them a much valued foundation for later schooling and life in general.

Approved by the charity's trustees on **4 November 2022** and signed on their behalf by:

Miss Michelle Borkertas
Trustee

Independent Examiner's Report to the Trustees of LADYBIRDS PLAYGROUP

I report to the charity on my examination of the accounts of the charity for the year ended 31 August 2020 which are set out on pages 5 and 6.

Responsibilities and basis of Report

As the charity trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

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 of the Act; or
2. the accounts do not accord with those records, or

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.

**K.J. Maggs B.A., F.C.A.
Moore Thompson
Chartered Accountants
Spalding**

Date: **7 November 2022.**

LADYBIRDS PLAYGROUP
Statement of Financial Activity
for the year ended 31 August 2020

	2020 Total £	2019 Total £
Incoming resources		
LCC Funding	7,559	15,074
Club fees	43,377	32,202
Uniforms	-	56
Donations	105	44
	51,041	47,376
Outings	-	319
Fundraising	89	80
Other	11	14
Total incoming resources	<u>51,141</u>	<u>47,789</u>
Resources expended		
Wages	48,011	42,997
Staff training and First Aid	120	265
Rent and rates	533	936
Insurance	-	540
Repairs and renewals	-	40
Uniforms	69	-
Shopping	254	897
Telephone	35	20
Post and stationery	1,659	2,402
Subscriptions	628	112
Subsistence	-	61
Sundry expenses	226	227
Independent examination	270	840
Total resources expended	<u>51,805</u>	<u>49,337</u>
Net expenditure	<u>(664)</u>	<u>(1,548)</u>
Cash funds at 1 September	<u>10,111</u>	<u>11,659</u>
Cash funds at 31 August	<u>9,447</u>	<u>10,111</u>

LADYBIRDS PLAYGROUP
Statement of Net Assets
at 31 August 2020

	<i>Note</i>	2020 £	2019 £
Cash deposits			
Barclays Community account		2,336	3,059
Barclays Savings account		7,063	7,052
Petty cash		48	-
Monetary assets		<u>9,447</u>	<u>10,111</u>
Creditors			
Independent examiner's fee		564	564
Monetary liabilities		<u>564</u>	<u>564</u>
Total net assets		<u><u>8,883</u></u>	<u><u>9,547</u></u>

Notes to the financial statements

1 Accounting policies

The statements of financial activities has been prepared on a receipts and payments basis which is a consistent basis to previous years.

2 Control

The charity decisions are made by the trustees as a body and are detailed on page 1 of this report. No one trustee or group of trustees has a dominant control.

3 Related parties

Trustees received reimbursed expenses during the year for playgroup items purchased for the nursery. Two trustees received remuneration during the year only in respect of their work as playschool teachers for the nursery and not in their capacity as Trustees.

These accounts were approved by the board on **5 November 2022**.

Mrs Nikki J Courtman
Trustee