

STEPPING STONES PRESCHOOL (CANTERBURY)

England & Wales · Charity number 1037668

Details

Other names	STEPPING STONES PLAYGROUP (CANTERBURY), STEPPING STONES PRE-SCHOOL
Status	Registered
Legal form	Other
Registered	1994-05-23
Register	View on the Charity Commission register

Contact

Address	Kendall Hall Nunnery Fields Canterbury Kent CT1 3JN
Phone	07980 492024
Email	info@steppingstonescanterbury.org.uk
Website	www.steppingstonescanterbury.org.uk

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: We operate as a preschool for the local community, providing education five days a week for 2-5 year olds.

Classification

- **How:** Provides Services
- **What:** Education/training, Other Charitable Purposes
- **Who:** Children/young People

Geography

- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£97,108	£99,488	-	-
2024-08-31	£92,697	£91,919	-	-
2023-08-31	£83,409	£85,303	-	-
2022-08-31	£72,348	£80,297	-	-
2021-08-31	£73,856	£72,398	-	-
2020-08-31	£64,588	£56,754	-	-

Trustees

Name	Role	Appointed
Tiffany Carter	Chair	2020-06-04
Abigail Stavroulakis-McMahon		2023-10-12
Alice Parry		2025-07-17
Anastasiia Kuznetsova		2025-10-28
Elizabeth McElhinney		2025-04-29
SALLY HEATH		2018-02-01
Victoria Hough		2024-09-26

Accounts



Annual Accounts and Annual Report 2024/25

Charity Registration Number: 1037668



**CHARITY COMMISSION
FOR ENGLAND AND WALES**

**Independent examiner's report
on the accounts**

Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Stepping Stones Pre School

**On accounts for the
year ended**

31st August 2025

**Charity no
(if any)**

1037668

Set out on pages

1–4 (Receipts and payments summary)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/ 08 / 2025.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, 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 Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed 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 (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date: 27/02/2026

Name:

Joshua Unsworth

**Relevant professional
qualification(s) or body
(if any):**

CPFA

Address:

38 St Peter's Grove

Canterbury

CT1 2DJ

Section B	Disclosure
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Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name
Stepping Stones Pre School

No (if any)
1037668

Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	01/09/2024		31/08/2025

Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
External funding (KCC)	72,725	-	-	72,725	64,132
Tuition fees	8,151	-	-	8,151	12,568
Fundraising	1,318	-	-	1,318	1,241
Bank interest	430	-	-	430	495
Snacks/trips	-	-	-	-	-
Grants	-	5,413	-	5,413	8,889
Donations	7,311	-	-	7,311	5,372
Collaboration	-	1,760	-	1,760	-
Sub total (Gross income for AR)	89,935	7,173	-	97,108	92,697
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	89,935	7,173	-	97,108	92,697
A3 Payments					
Staff Wages	78,435	2,333	-	80,768	71,167
Hall rent	8,623	-	-	8,623	8,382
Consumables	1,590	-	-	1,590	1,208
Casual Staff	-	-	-	-	-
Equipment	645	1,000	-	1,645	2,450
Trips/Events	848	500	-	1,348	895
Other	603	-	-	603	453
Phone	692	-	-	692	518
Insurance	802	-	-	802	784
Training	378	1,710	-	2,088	4,664
Membership subscriptions	1,193	-	-	1,193	1,259
Administration	136	-	-	136	139
Gifts	-	-	-	-	-
Sub total	93,945	5,543	-	99,488	91,919
A4 Asset and investment purchases. (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	93,945	5,543	-	99,488	91,919
Net of receipts/(payments)	- 4,010	1,630	-	-2380	778
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	33,026	-	-	33,026	-
Cash funds this year end	29,016	1,630	-	30,646	778

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Cash at hand	288	-	-
	Cash at bank (current accounts)	5,023	1,630	-
	Cash at bank (deposit accounts)	23,705	-	-
	Total cash funds	29,016	1,630	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	Elizabeth McElhinney	Elizabeth McElhinney		



**CHARITY COMMISSION
FOR ENGLAND AND WALES**

Trustees' Annual Report 2024/ 25

From 1 September 2024 to 31 August 2025

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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 Early Years Alliance
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. We ran pre-school sessions for 2-5 year olds every week day during term time. Children's wellbeing was absolutely paramount and was nurtured by a skilled and experienced team and a welcoming and inclusive learning environment.

		We provided excellent opportunities for learning and development, giving children the freedom to develop at their own pace and reach their full potential within the Early Years Foundation Stage. Children became resilient and independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and those that left us at the end of the summer term were well prepared for their transition to primary school. The charity continued to embed excellence and best practice in its work. Our knowledgeable, professional, caring and experienced staff team continued to be really valued by children and families. Very strong partnerships with parents and carers supported children's learning and development. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Children enjoyed events and fundraising activities at Christmas, Easter and summer and a transition celebration for those children that left pre-school in July to start school in September. Staff and volunteers took the children on outings around the local community, including to: Wincheap Park, Kearsney Abbey, the Library, and Canterbury Cathedral as well as a visit to a local Café with families. Starting from September 2025, eligible working parents will be able to receive up to 30 hours of free childcare per week. In response to this change in legislation, Stepping Stones reached out to our current families to find out how much interest there was in increasing our hours. Early feedback from families has been very positive, indicating that our families would welcome longer, more flexible hours.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education

		and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on active roles as volunteers within the setting and at community events.
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Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 36 children to develop within the Early Years Foundation Stage during the year. 17 children had English as an additional language, alongside Spanish, French, Hungarian, Bengali, Nepali, Yoruba, Dari, Malayalam, Russian, Romanian, Marathi and Slovak. 4 children received Free for Two funding for all or part of the year; 7 children received Early Years Pupil Premium funding. The charity continued to support children and families to work with partner agencies, including: 1 child accessing the Specialist Teaching Service or Speech and Language Therapy; 2 children accessing Kent Children's Services. At the end of the year, children left the pre-school to start school in 9 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback throughout the year from the parents and carers of children including the following comments: • The team are <i>"always approachable and helpful"</i>, • <i>"The staff take time to understand each child's personality, strengths and areas for growth"</i>,

		• <i>“My child feels supported [and] encouraged, [and] that helps build their confidence and love for learning”.</i> The charity’s staff continued to develop their professional practice during the year, attending training and learning events in a range of areas, including: Statutory Safeguarding and Prevent Training, FGM, Makaton, Safeguarding, Health and Safety, Paediatric First Aid, English as an Additional Language, Food Hygiene, Inclusive play in early years. Trustees completed training in governance and safeguarding. The recently promoted Manager and deputy Manager had a good first year. The staffing team have all settled into their new roles.
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Trustees regularly monitored progress against the plan and ensured that objectives were met. Trustees completed an annual review of the charity’s work.
Performance of fundraising activities against objectives set	Para 1.41	The trustees set the following fundraising objectives for the year: • To raise income from individual giving and community events to meet the shortfall in statutory funding for childcare places • To raise income from grants, statutory funding and corporate funding to provide additional services for children and families • To further diversify the charity’s income streams The trustees set realistic goals. The charity’s fundraising group performed well in identifying and securing funding and monitored the charity’s fundraising plan across the year. The charity secured some additional funding as detailed in the accounts but trustees were mindful of the ever-present gap between funding and costs and the attendant threat to

		its reserves and are aware that they will need to monitor this extremely closely going forward Details of the funding secured are shown in the charity's Annual Accounts and within this Annual Report.
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Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The charity is ending this financial year with our payments exceeding our receipts by approximately £2,380.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	Following a review we recalculated our reserves in relation to our current staffing. We currently require reserves of £10,000 to cover the costs of charity wind up and dissolution. This covers 3 months approximate running costs and all staff redundancies. This pre-allocated reserve fund is restricted to emergency use only and can only be accessed in the event of the charity's dissolution. We currently hold total reserves of £25,280.
Amount of reserves held	Para 1.22	£25,280
Reasons for holding zero reserves	Para 1.22	n/a
Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	n/a

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on finding other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising. The majority of grants
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		received this year were used for specific projects such as “Little Kickers”, “Sign n Rhyme” and outdoor learning provision.
Investment performance against objectives	Para 1.41	n/a
Investment policy and objectives including any social investment policy adopted	Para 1.46	n/a
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity is the disparity between its main funding avenues and its outgoings. The fundraising team will continue to focus on obtaining additional funding to cover the difference. Financial analysis is being carried out to help us determine the viability of extending our hours to align with increased funding entitlements (and to identify any risks in doing so).
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	Unincorporated association
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The charity has a clear process for the recruitment and induction of trustees, which is overseen by the Governance and Finance Group. The Chair of Trustees and Manager support new trustees with their induction to the charity. During their induction, trustees
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		meet staff, volunteers, children and families and complete training and reading in governance, safeguarding and areas relevant to their specific role.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, who meet on a termly basis to review the charity's progress against its annual plan and budget. Sub-committees of the Board report into trustee meetings on work in the following priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Each sub-committee has a Lead Trustee who oversees the charity's work in that area. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager and deputy Manager with QTS. Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Tiffany Carter	Chair		n/a
2	Elizabeth McElhinney	Treasurer	From 29/04/2025	
3	Vicky Hough	Manager		
4	Alice Parry		From 17/07/2025	
5	Sally Heath			
6	Brianne Hamilton	Treasurer	To 29/04/2025	
7	Debbie Cavero	Secretary		
8	Abigail Stavroulakis-McMahon			
9	Rosetta Lancaster		To 29/04/2025	
10				
11				
12				

Name of chief executive or names of senior staff members (Optional information)

Vicky Hough, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Tiffany Carter	Elizabeth McElhinney
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Full name(s)	Tiffany Carter	Elizabeth McElhinney
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Position (eg Secretary, Chair, etc)	Chair	Treasurer
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Date	01/04/2026	01/04/2026
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Accounts



Annual Accounts and Annual Report 2023/24

Charity Registration Number: 1037668



Section A

Independent Examiner's Report

Report to the trustees/
members of

Stepping Stones Pre-School Canterbury

On accounts for the year
ended

31/08/2024

Charity no
(if any)

1037668

Set out on pages

1-4 (Receipts and Payments Summary)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/08/2024**.

Responsibilities and
basis of report

As the charity's 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 Trust's accounts carried out under section 145 of the 2011 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 which gives me cause to believe that in, any material respect:

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

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

Signed:

Date: 23/03/2025

Name:

Stephen Lazell

Relevant professional
qualification(s) or body
(if any):

ACCA (Reg # 0991436)

Address:

2 Juniper Close, Canterbury, Kent, CT1 3LL

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Section B	Disclosure
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Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None.

	Charity Name		No (if any)		CC16a
	Stepping Stones Pre School		1037668		
	Receipts and payments accounts				
	For the period from	Period start date	To	Period end date	
		01/09/2023		31/08/2024	
Section A Receipts and payments					
	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
External funding (KCC)	64,132	-	-	64,132	53,852
Tuition fees	12,568	-	-	12,568	12,368
Fundraising	1,241	-	-	1,241	888
Bank interest	495	-	-	495	283
Snacks/trips	-	-	-	-	-
Grants	2,500	6,389	-	8,889	7,254
Donations	5,372	-	-	5,372	8,764
	-	-	-	-	-
Sub total (Gross income for AR)	86,308	6,389	-	92,697	83,409
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	86,308	6,389	-	92,697	83,409
A3 Payments					
Staff Wages	69,217	1,950	-	71,167	65,133
Hall rent	8,382	-	-	8,382	6,900
Consumables	1,208	-	-	1,208	809
Casual Staff	-	-	-	-	-
Equipment	1,450	1,000	-	2,450	1,175
Trips/Events	895	-	-	895	1,144
Other	453	-	-	453	1,815
Phone	518	-	-	518	549
Insurance	784	-	-	784	767
Training	1,725	2,939	-	4,664	1,599
Membership subscriptions	1,259	-	-	1,259	1,183
Administration	139	-	-	139	4,229
Gifts	-	-	-	-	-
Sub total	86,030	5,889	-	91,919	85,303
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	86,030	5,889	-	91,919	85,303
Net of receipts/(payments)	278	500	-	778	- 1,894
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	278	500	-	778	- 1,894

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Cash in hand	727	-	-
	Cash at bank (current accounts)	6,024	500	-
	Cash at bank (deposit accounts)	25,775	-	-
	Total cash funds		32,526	500
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details			
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	Brianne Hamilton	Brianne Hamilton		



**CHARITY COMMISSION
FOR ENGLAND AND WALES**

Trustees' Annual Report 2023/ 24

From 1 September 2023 to 31 August 2024

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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 Early Years Alliance
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. We ran pre-school sessions for 2-5 year olds every week day during term time. Children's wellbeing was absolutely paramount and was nurtured by a skilled and experienced team and a welcoming and inclusive learning environment. We provided excellent opportunities for learning and development, giving children the freedom to develop at their own pace and reach their full potential within the Early Years Foundation

		Stage. Children became resilient and independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and those that left us at the end of the summer term were well prepared for their transition to primary school. The charity continued to embed excellence and best practice in its work. Our knowledgeable, professional, caring and experienced staff team continued to be really valued by children and families. Very strong partnerships with parents and carers supported children's learning and development. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Children enjoyed events and fundraising activities at Christmas, Easter and summer and a transition celebration for those children that left pre-school in July to start school in September. Staff and volunteers took the children on outings around the local community, including to: Dane John Gardens, Kearsney Abbey, Canterbury Cathedral and the library as well as carol singing at a local Café with families.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on active roles as volunteers within the setting and at community events.

Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 36 children to develop within the Early Years Foundation Stage during the year. 5 children had English as an additional language, alongside French, Bulgarian, Malayalam and Slovak. 3 children received Free for Two funding for all or part of the year; 7 children received Early Years Pupil Premium funding; 2 children received Special Educational Needs Inclusion Funding and 3 Disability Access Funding The charity continued to support children and families to work with partner agencies, including: 3 children accessing the Specialist Teaching Service or Speech and Language Therapy; 2 children accessing Kent Children's Services and 1 Early Help. At the end of the year, children left the pre-school to start school in 7 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback throughout the year from the parents and carers of children including the following comments: • The team are <i>"always friendly and helpful"</i> • <i>"I have always felt able to talk to the team about anything"</i> • <i>"your level of care and dedication to the children is amazing"</i> The charity's staff continued to develop their professional practice during the year, attending training and learning events in a range of areas, including: Statutory Safeguarding and Prevent Training, FGM, Early Years Child Development, Development Matters, Makaton, Planning in the Moment, Safeguarding, Health and Safety, Autism, Attention, Curiosity, Communication and Language, Social and Emotional Development, Food Hygiene All trustees completed training in governance and safeguarding.

		The charity's Manager continued her role as a mentor for the DfE Early Years covid recovery programme; delivering mentoring sessions for early years settings in person all over Kent. All staff accessed early years professional development training to embed knowledge around communication and language. Across the year, the charity appointed a new Accounts Administrator following the Apprentice leaving at the end of the previous year. The Manager and an Early Years Educator moved on at the end of the Year. The deputy Manager was appointed as the new manager, and an Early Years Educator appointed as Deputy Manager. A new Early Years Educator was recruited, and an existing Early Years Educator increased their hours.
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Trustees regularly monitored progress against the plan and ensured that objectives were met. Trustees completed an annual review of the charity's work.
Performance of fundraising activities against objectives set	Para 1.41	The trustees set the following fundraising objectives for the year: • To raise income from individual giving and community events to meet the shortfall in statutory funding for childcare places • To raise income from grants, statutory funding and corporate funding to provide additional services for children and families • To further diversify the charity's income streams The trustees set realistic goals. The charity's fundraising group performed well in identifying and securing funding and monitored the charity's fundraising plan across the year. The charity secured some additional funding as detailed in the accounts but trustees were mindful of the ever-present gap between funding and costs and the attendant threat to

		its reserves and are aware that they will need to monitor this extremely closely going forward Details of the funding secured are shown in the charity's Annual Accounts and within this Annual Report.
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Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The charity is ending this financial year with our receipts exceeding our payments by approximately £800 covering planned expenditure for the start of the next financial year.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	Following a review we continue to hold reserves of £25,280 to cover the costs of charity wind up and dissolution. This covers 3 months approximate running costs and all staff redundancies. The reserve fund is restricted to emergency use only and can only be accessed in the event of the charity's dissolution.
Amount of reserves held	Para 1.22	£25,280
Reasons for holding zero reserves	Para 1.22	n/a
Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	n/a

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on finding other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising. The majority of grants received this year were used for specific projects such as "Little Kickers", "Sign n Rhyme"
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		and funding our additional member of staff who works 2 days a week as standard as well as extra days as needed to enable staff to work intensively with children with additional needs.
Investment performance against objectives	Para 1.41	n/a
Investment policy and objectives including any social investment policy adopted	Para 1.46	n/a
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity is the disparity between its main funding avenues and its outgoings. The fundraising team will continue to focus on obtaining additional funding to cover the difference.
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	Unincorporated association
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The charity has a clear process for the recruitment and induction of trustees, which is overseen by the Governance and Finance Group. The Chair of Trustees and Manager support new trustees with their induction to the charity. During their induction, trustees meet staff, volunteers, children and families and complete training and reading in governance, safeguarding and areas relevant to their specific role.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, who meet on a termly basis to review the charity's progress against its annual plan and budget. Sub-committees of the Board report

		into trustee meetings on work in the following priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Each sub-committee has a Lead Trustee who oversees the charity's work in that area. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager with an MA in Early Childhood Education (with Distinction). Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Kathryn Rogers	Chair and acting Treasurer	To 22/02/2024	n/a
2	Tiffany Carter	Chair		
3	Anna Campion		To 22/02/2024	
4	Nicola Bayly	Acting Treasurer	To 22/02/2024	
5	Sally Heath			
6	Brianne Hamilton	Treasurer	From 22/02/2024	
7	Debbie Cavero		From 12/10/2023	

8	Abigail Stavroulakis-McMahon		From 12/10/2023
9	Rosetta Lancaster		From 12/10/2023
10			
11			
12			

Name of chief executive or names of senior staff members (Optional information)

Sally Heath, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

	Signature(s)	Tiffany Carter	Brianne Hamilton
	Full name(s)	Tiffany Carter	Brianne Hamilton
	Position (eg Secretary, Chair, etc)	Chair	Treasurer
	Date	21/01/2025	21/01/2025

Accounts



Annual Accounts and Annual Report 2022/ 23

Charity Registration Number: 1037668



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/
members of

Stepping Stones Pre-School Canterbury

On accounts for the year
ended

31/08/2023

Charity no
(if any)

1037668

Set out on pages

1-4 (Receipts and Payments Summary)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/08 /2023**.

Responsibilities and
basis of report

As the charity's 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 Trust's accounts carried out under section 145 of the 2011 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 which gives me cause to believe that in, any material respect:

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

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

Signed:

Date:

07/01/2024

Name:

Stephen Lazell

Relevant professional
qualification(s) or body
(if any):

ACCA (Reg # 0991436)

Address:

2 Juniper Close, Canterbury, Kent, CT1 3LL

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name	No (if any)
Stepping Stones Pre School	1037668

Receipts and payments accounts

CC16a

For the period from	Period start date	To	Period end date
	01/09/2022		31/08/2023

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
External funding (KCC)	53,852	-	-	53,852	53,099
Tuition Fees	12,368	-	-	12,368	8,603
Fundraising	888	-	-	888	741
Bank interest	283	-	-	283	10
Snacks/Trips	-	-	-	-	-
Grants	-	7,254	-	7,254	4,322
Donations	8,764	-	-	8,764	5,573
	-	-	-	-	-
Sub total (Gross income for AR)	76,155	7,254	-	83,409	72,348
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	76,155	7,254	-	83,409	72,348
A3 Payments					
Staff wages	57,879	7,254	-	65,133	53,047
Hall rent	6,900	-	-	6,900	7,344
Consumables	809	-	-	809	1,269
Casual Staff	-	-	-	-	4,344
Equipment	1,175	-	-	1,175	3,760
Trips/Events	1,144	-	-	1,144	2,212
other	1,815	-	-	1,815	1,410
Phone	549	-	-	549	286
Insurance	767	-	-	767	724
Training	1,599	-	-	1,599	3,118
Membership subscriptions	1,183	-	-	1,183	1,716
Administration	4,229	-	-	4,229	978
Gifts	-	-	-	-	90
Sub total	78,049	7,254	-	85,303	80,298
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	78,049	7,254	-	85,303	80,298
Net of receipts/(payments)	- 1,894	-	-	- 1,894	- 7,950
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	- 1,894	-	-	- 1,894	- 7,950

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	cash in hand	286	-	-
	Cash at bank (current accounts)	6,682	-	-
	Cash at bank (deposit accounts)	25,280	-	-
	Total cash funds		32,248	-
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Details	-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	Nicola Bayly	Nicola Bayly	05/10/2023	



Trustees' Annual Report 2022/ 23

From 1 September 2022 to 31 August 2023

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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 Early Years Alliance
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. We ran pre-school sessions for 2-5 year olds every week day during term time. Children's wellbeing was absolutely paramount and was nurtured by a skilled and experienced team and a welcoming and inclusive learning environment. This was especially important as the long tail of Covid still significantly affected the well-being and development of children. We provided excellent opportunities for learning and development, giving children the

		freedom to develop at their own pace and reach their full potential within the Early Years Foundation Stage. Children became resilient and independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and those that left us at the end of the summer term were well prepared for their transition to primary school. The charity continued to embed excellence and best practice in its work. Our knowledgeable, professional, caring and experienced staff team continued to be really valued by children and families. Very strong partnerships with parents and carers supported children's learning and development. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Children enjoyed events and fundraising activities at Christmas, Easter and summer and a transition celebration for those children that left pre-school in July to start school in September. Staff and volunteers took the children on outings around the local community, including to: Dane John Gardens to do litter picking, Kearsney Abbey, Canterbury Cathedral and the library as well as carol singing at Waitrose with families.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on active roles as volunteers within the setting

		and at community events.
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Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 36 children to develop within the Early Years Foundation Stage during the year. 5 children had English as an additional language, alongside Ukrainian, Arabic, Malayalam, Cantonese and Bulgarian 5 children received Free for Two funding for all or part of the year; 7 children received Early Years Pupil Premium funding; 3 children received Special Educational Needs Inclusion Funding and 6 Disability Access Funding The charity continued to support children and families to work with partner agencies, including: 6 children accessing the Specialist Teaching Service or Speech and Language Therapy; 4 children accessing Kent Children's Services and 1 Early Help. At the end of the year, children left the pre-school to start school in 6 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback throughout the year from the parents and carers of children including the following comments: • The team are <i>"absolutely lovely!"</i> • <i>"Overall, it was a very pleasant experience for us. Thank you for making my child very happy."</i> • <i>"I think you lot are outstanding and we are so thankful for you!"</i> • The charity continued to recognise the impact of the COVID-19 pandemic on the wellbeing of children and families and on children's communication and social skills. The charity continued to receive a Covid Recovery grant and ran additional activities within the setting including "Sign n Rhyme" – singing and signing sessions, and Football from "Little Kickers".

		The charity's staff continued to develop their professional practice during the year, attending training and learning events in a range of areas, including: Statutory Safeguarding and Prevent Training, FGM, Early Years Child Development, Development Matters, Makaton, Planning in the Moment, Safeguarding, Health and Safety, Autism, Attention, Curiosity, Communication and Language, Social and Emotional Development, Food Hygiene All trustees completed training in governance and safeguarding. The charity's Manager continued her role as a mentor for the DfE Early Years covid recovery programme; delivering mentoring sessions for early years settings in Telford, Hackney, Edmonton. All staff accessed early years professional development training to embed knowledge around communication and language. Across the year, the charity appointed a new Early Years Educator following the retirement of a member of staff at the end of the previous year. The Business Administration Apprentice moved on at the end of the Year.
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Trustees regularly monitored progress against the plan and ensured that objectives were met. Trustees completed an annual review of the charity's work.
Performance of fundraising activities against objectives set	Para 1.41	The trustees set the following fundraising objectives for the year: • To raise income from individual giving and community events to meet the shortfall in statutory funding for childcare places • To raise income from grants, statutory funding and corporate funding to provide additional services for children and families • To further diversify the charity's income streams The trustees set realistic goals. The charity's

		fundraising group performed well in identifying and securing funding and monitored the charity's fundraising plan across the year. The charity secured some additional funding as detailed in the accounts but trustees were mindful of the ever-present gap between funding and costs and the attendant threat to its reserves and are aware that they will need to monitor this extremely closely going forward Details of the funding secured are shown in the charity's Annual Accounts and within this Annual Report.
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Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The charity is ending this financial year with our payments exceeding our receipts by approximately £2000 but covered by a carry forward and a transfer between funds.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	Following a review we now hold reserves of £25,280 to cover the costs of charity wind up and dissolution. This covers 3 months approximate running costs and all staff redundancies. The reserve fund is restricted to emergency use only and can only be accessed in the event of the charity's dissolution.
Amount of reserves held	Para 1.22	£25,280
Reasons for holding zero reserves	Para 1.22	n/a
Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	n/a

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on
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		finding other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising. The majority of grants received this year were used for specific projects such as “Little Kickers”, “Sign n Rhyme” and funding our additional member of staff who works 2 days a week as standard as well as extra days as needed to enable staff to work intensively with children with additional needs.
Investment performance against objectives	Para 1.41	n/a
Investment policy and objectives including any social investment policy adopted	Para 1.46	n/a
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity is the disparity between its main funding avenues and its outgoings. The fundraising team will continue to focus on obtaining additional funding to cover the difference.
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	Unincorporated association
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The charity has a clear process for the recruitment and induction of trustees, which is overseen by the Governance and Finance Group. The Chair of Trustees and Manager support new trustees with their induction to the charity. During their induction, trustees meet staff, volunteers, children and families and complete training and reading in governance, safeguarding and areas relevant to
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		their specific role.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, who meet on a termly basis to review the charity's progress against its annual plan and budget. Sub-committees of the Board report into trustee meetings on work in the following priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Each sub-committee has a Lead Trustee who oversees the charity's work in that area. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager with an MA in Early Childhood Education (with Distinction). Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Kathryn Rogers	Chair and acting Treasurer		n/a
2	Tiffany Carter	Secretary		
3	Anna Campion			
4	Nicola Bayly	Acting Treasurer		
5	Sally Heath			
6	Coral Murray		08/06/23	

7				
8				
9				
10				
11				
12				

Name of chief executive or names of senior staff members (Optional information)

Sally Heath, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Kathryn Rogers	Nicola Bayly
Full name(s)	Kathryn Rogers	Nicola Bayly
Position (eg Secretary, Chair, etc)	Chair and Acting Treasurer	Acting Treasurer
Date	18/01/2024	18/01/2024

Accounts



Annual Accounts and Annual Report 2021/ 22

Charity Registration Number: 1037668



CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees/
members of

Stepping Stones Pre-School Canterbury

On accounts for the year
ended

31/08/2022

Charity no
(if any)

1037668

Set out on pages

1-4 (Receipts and Payments Summary)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/08 /2022**.

Responsibilities and
basis of report

As the charity's 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 Trust's accounts carried out under section 145 of the 2011 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 which gives me cause to believe that in, any material respect:

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

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

Signed:

Date: 03/05/2023

Name:

Stephen Lazell

Relevant professional
qualification(s) or body
(if any):

ACCA (Reg # 0991436)

Address:

2 Juniper Close, Canterbury, Kent, CT1 3LL

Section B**Disclosure**

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Stepping Stones Pre School

No (if any)

Receipts and payments accounts

CC16a

For the period
from

01/09/2021

To

31/08/2022

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
External Funding (KCC)	49,910	-	-	49,910	48,706
Tuition Fees	8,603	-	-	8,603	10,800
Fundraising	741	-	-	741	1,870
Bank interest	10	-	-	10	3
Snacks/Trips	-	-	-	-	-
Grants	-	8,111	-	8,111	6,847
Donations	4,973	-	-	4,973	5,630
	-	-	-	-	-
Sub total (Gross income for AR)	64,237	8,111	-	72,348	73,856
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	64,237	8,111	-	72,348	73,856
A3 Payments					
Staff Wages	54,454	2,937	-	57,391	47,407
Hall rent	7,206	138	-	7,344	7,574
Consumables	1,269	-	-	1,269	1,743
Casual staff	-	-	-	-	3,260
Equipment	1,825	1,935	-	3,760	2,687
Trips/Events	1,312	900	-	2,212	60
Other	1,410	-	-	1,410	1,660
Phone	286	-	-	286	464
Insurance	724	-	-	724	672
Training	2,616	502	-	3,118	3,032
Membership Subscriptions	917	799	-	1,716	677
Administration	78	900	-	978	3,063
Gifts	89	-	-	89	95
	-	-	-	-	-
Sub total	72,186	8,111	-	80,297	72,394
A4 Asset and investment purchases, (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	72,186	8,111	-	80,297	72,394
Net of receipts/(payments)	- 7,949	-	-	- 7,949	1,462
A5 Transfers between funds	10,986	- 10,986	-	-	-
A6 Cash funds last year end	5,844	36,000	-	41,844	-
Cash funds this year end	8,881	25,014	-	33,895	1,462

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	Cash in hand	243	-	-
	Cash at bank (current accounts)	8,638	-	-
	Cash at bank (deposit accounts)		25,014	-
	Total cash funds	8,881	25,014	-
	(agree balances with receipts and payments account(s))	OK	OK	OK

	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-

	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	

Signed by one or two trustees on behalf of all the trustees

Signature	Print Name	Date of approval
Nicola Bayly	Nicola Bayly	03/05/2023



CHARITY COMMISSION
FOR ENGLAND AND WALES

Trustees' Annual Report 2021/ 22

From 1 September 2021 to 31 August 2022

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. We ran pre-school sessions for 2-5 year olds every week day during term time. Children's wellbeing was absolutely paramount and was nurtured by a skilled and experienced team and a welcoming and inclusive learning environment. This was especially important in the aftermath of Covid lockdowns which significantly affected the well-being and development of children.

		We provided excellent opportunities for learning and development, giving children the freedom to develop at their own pace and reach their full potential within the Early Years Foundation Stage. Children became resilient and independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and those that left us at the end of the summer term were well prepared for their transition to primary school. The charity continued to embed excellence and best practice in its work. Our knowledgeable, professional, caring and experienced staff team continued to be really valued by children and families. Very strong partnerships with parents and carers supported children's learning and development. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Children enjoyed events and fundraising activities at Christmas, Easter and summer and a transition celebration for those children that left pre-school in July to start school in September. Staff and volunteers took the children on outings around the local community, including to: Dane John Gardens, Kearsney Abbey, Canterbury Cathedral and the library as well as carol singing at Waitrose with families.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on

		active roles as volunteers within the setting and at community events.
--	--	--

Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 31 children to develop within the Early Years Foundation Stage during the year. 4 children had English as an additional language, alongside Ukrainian, Arabic, Italian and Polish 3 children received Free for Two funding for all or part of the year; 2 children received Early Years Pupil Premium funding; 2 children received Special Educational Needs Inclusion Funding. The charity continued to support children and families to work with partner agencies, including: 5 children accessing the Specialist Teaching Service or Speech and Language Therapy; and 1 child accessing Kent Children's Services. At the end of the year, children left the pre-school to start school in 5 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback throughout the year from the parents and carers of children including the following comments: <i>"I'm so grateful the 'Stretch it! Dance it! Kick it!' provision is made for little ones and can see how it helps them develop in fitness, listening skills and gross motor skills too."</i> <i>"My child loved the Little Kickers and the coaches were patient, engaging and fun."</i> <i>Solihull has been a really important tool helping our family and I am so grateful to S and C for helping me better understand the material."</i> The charity recognised the impact of the COVID-19 pandemic on the wellbeing of children and families and on children's

		communication and social skills. The charity Reconnect funding and a Covid Recovery grant as well as Outbreak Management funding which was used to run a Solihull parenting group and run well-being activities within the setting including a “Stretch it! Dance it! Kick it” initiative where children did courses in yoga, street dance and football. Staff also received My Happy Mind mental health training to help them support the children as we began to emerge from the pandemic. The charity’s staff continued to develop their professional practice during the year, attending training and learning events in a range of areas, including: Solihull Approach Training for Professionals; My Happy Mind mental health and wellbeing; safeguarding; First Aid. All trustees completed training in governance and safeguarding. The charity’s Manager continued her role as Tutor Champion for Kent, delivering mentoring sessions for early years settings in East Kent and communication counts training for the charity’s staff. Across the year, the charity recruited a Business Administration Apprentice to relieve some of the burden of administrative work from staff and trustees. One of our Early Years Educators retired.
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Trustees regularly monitored progress against the plan and ensured that objectives were met. Trustees completed an annual review of the charity’s work. In addition to this, the trustees monitored the emergence from the COVID-19 pandemic and regularly monitored a plan to keep children, staff and volunteers safe and to safeguard the charity.
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Performance of fundraising activities against objectives set	Para 1.41	The trustees set the following fundraising objectives for the year: • To raise income from individual giving and community events to meet the shortfall in statutory funding for childcare places • To raise income from grants, statutory funding and corporate funding to provide additional services for children and families • To further diversify the charity's income streams The trustees set realistic goals, taking into account the ongoing impact of the COVID-19 pandemic. The charity's fundraising group performed well in identifying and securing funding and monitored the charity's fundraising plan across the year. The charity performed well against all fundraising objectives and continued to build relationships with existing and new funders across the year. Details of the funding secured are shown in the charity's Annual Accounts and within this Annual Report.
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Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The charity is ending this financial year with our payments exceeding our receipts by approximately £8000 but covered by a carry forward and a transfer between funds.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	Following a review we now hold reserves of £25,014 to cover the costs of charity wind up and dissolution. This covers 3 months approximate running costs and all staff redundancies. The reserve fund is restricted to emergency use only and can only be accessed in the event of the charity's dissolution.
Amount of reserves held	Para 1.22	£25,014
Reasons for holding zero reserves	Para 1.22	n/a
Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	n/a

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on finding other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising. The majority of grants received this year were used for specific projects such as Solihull training for parents, mental health training for staff and our "Stretch it! Dance it! Kick it!" initiative.
Investment performance against objectives	Para 1.41	n/a
Investment policy and objectives including any social investment policy adopted	Para 1.46	n/a
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity is the disparity between its main funding avenues and its outgoings. The fundraising team will continue to focus on obtaining additional funding to cover the difference.
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g. unincorporated association, CIO)	Para 1.25	Unincorporated association
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The charity has a clear process for the recruitment and induction of trustees, which is overseen by the Governance and Finance Group. The Chair of Trustees and Manager support new trustees with their induction to the charity. During their induction, trustees meet staff, volunteers, children and families and complete training and reading in governance, safeguarding and areas relevant to their specific role.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, who meet on a termly basis to review the charity's progress against its annual plan and budget. Sub-committees of the Board report into trustee meetings on work in the following priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Each sub-committee has a Lead Trustee who oversees the charity's work in that area. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager with an MA in Early Childhood Education (with Distinction). Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
--------------	-----------------	-----------------------------------	---

1	Kathryn Rogers	Chair and acting Treasurer		n/a
2	Tiffany Carter	Secretary		
3	Anna Campion			
4	Nicola Bayly	Acting Treasurer		
5	Philip Embry		Until 27/04/22	
6	Patricia Fleming		Until 13/10/21	
7	Elisabeth Garcia White		Until 27/04/22	
8	Sally Heath			
9	Nicholas Maher		Until 27.04/22	
10	Coral Murray			
11				
12				

Name of chief executive or names of senior staff members (Optional information)

Sally Heath, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Kathryn Rogers	Nicola Bayly
Full name(s)	Kathryn Rogers	Nicola Bayly
Position (eg Secretary, Chair, etc)	Chair and Acting Treasurer	Acting Treasurer
Date		

Accounts



Stepping Stones
Pre-School Canterbury

Annual Accounts and
Annual Report 2020/ 21

Charity Registration Number: 1037668



Section A

Independent Examiner's Report

Report to the trustees/
members of

Stepping Stones Pre-School Canterbury

On accounts for the year
ended

31/08/2021

Charity no
(if any)

1037668

Set out on pages

1-4 (Receipts and Payments Summary)

Responsibilities and
basis of report

I report to the trustees on my examination of the accounts of the above
charity ("the Trust") for the year ended 31/08/2021.

As the charity's 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 Trust's accounts carried out
under section 145 of the 2011 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 (other than that
disclosed below *) which gives me cause to believe that in, any material
respect:

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

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

* Please delete the words in the brackets if they do not apply.

Signed:

Date: 18/03/2022

Name:

Stephen Lazell

Relevant professional
qualification(s) or body
(if any):

ACCA (Reg # 0991436)

Address:

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Stepping Stones Pre-School Canterbury

1037688

Receipts and payments accounts

For the period
from

1/9/20

To

31/8/21

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds
	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts				
Tuition Fees	10,800	-	-	10,800
Kent County Council Funding	48,706	-	-	48,706
Fundraising	7,500	-	-	7,500
Grants	- 0	6,847	-	6,847
Bank Interest	3	-	-	3
Sub total (Gross income for AR)	67,009	6,847	-	73,856
A2 Asset and investment sales, (see table).				
Reserves	- 0	- 0	- 0	-
Sub total	- 0	- 0	- 0	-
Total receipts	67,009	6,847	- 0	73,856
A3 Payments				
Staff Wages	44,510	2,097	-	47,407
Hall rent	7,574	-	-	7,574
Consumables	1,383	-	-	1,383
Casual Staff	3,260	-	-	3,260
Equipment	1,596	1,091	-	2,687
Trips/Events	60	-	-	60
Other	1,660	-	-	1,660
Phone	464	-	-	464
Insurance	672	-	-	672
Training	1,834	1,559	-	3,393
Membership Subscriptions	677	-	-	677
Administration	2,765	300	-	3,065
Gifts	95	-	-	95
Sub total	66,551	5,847	-	72,398
A4 Asset and investment purchases, (see table)				
	- 0	- 0	- 0	-
	- 0	- 0	- 0	-
Sub total	- 0	- 0	- 0	-
Total payments	66,551	5,847	- 0	72,398
Net of receipts/(payments)	458	1,000	-	1,458
A5 Transfers between funds	- 0	-	-	-
A6 Cash funds last year end	5,386	35,000	-	40,386
Cash funds this year end	5,844	36,000	-	41,844

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds
		to nearest £	to nearest £
B1 Cash funds	Cash in hand	160	-
	Cash at bank (current account)	5,684	1,000

CC16a

Last year

to the nearest £

5,633
42,506
4,350
11,966
133
64,588

- 0

64,588

41,998

4,934

499

1,376

2,714

390

1,043

250

1,026

1,187

487

829

21

56,754

- 0

56,754

7,834

- 23,000

20,552

5,386

Endowment funds

to nearest £

-

-

	Cash at Bank (deposit accounts)		35,000
	Total cash funds	5,844	36,000
	(agree balances with receipts and payments account(s))	OK	OK
		Unrestricted funds	Restricted funds
	Details	to nearest £	to nearest £
B2 Other monetary assets		-	-
		-	-
		-	-
		-	-
		-	-
		-	-
	Details	Fund to which asset belongs	Cost (optional)
B3 Investment assets			-
			-
			-
			-
			-
	Details	Fund to which asset belongs	Cost (optional)
B4 Assets retained for the charity's own use			-
			-
			-
			-
			-
			-
			-
			-
			-
	Details	Fund to which liability relates	Amount due (optional)
B5 Liabilities			-
			-
			-
			-
			-
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	
	Anna Campion	Anna Campion	

-
-
OK
Endowment funds
to nearest £
-
-
-
-
-
-
-
Current value (optional)
-
-
-
-
-
-
-
Current value (optional)
-
-
-
-
-
-
-
When due (optional)
Date of approval
14/02/2022



CHARITY COMMISSION
FOR ENGLAND AND WALES

Trustees' Annual Report 2020/ 21

From 1 September 2020 to 31 August 2021

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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
Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. We remained open throughout the COVID-19 lockdowns and ran pre-school sessions for 2-5 year olds every week day during term time. Children's wellbeing was absolutely paramount and was nurtured by a skilled and experienced team and a welcoming and inclusive learning environment.

		We provided excellent opportunities for learning and development, giving children the freedom to develop at their own pace and reach their full potential within the Early Years Foundation Stage. Children became resilient and independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and those that left us at the end of the summer term were well prepared for their transition to primary school. The charity continued to embed excellence and best practice in its work. Our knowledgeable, professional, caring and experienced staff team continued to be really valued by children and families. Very strong partnerships with parents and carers supported children's learning and development. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Children enjoyed events and fundraising activities at Christmas, Easter and summer and a transition celebration for those children that left pre-school in July to start school in September. Staff and volunteers took the children on outings around the local community, including to: Dane John Gardens, local green spaces, an orchard, the local shop and to Kearsney Abbey, with families.
Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on

		active roles as volunteers within the setting and at community events.
--	--	--

Achievements and Performance

	SORP reference	
Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 35 children to develop within the Early Years Foundation Stage during the year: 12 aged 4, 20 aged 3 and 3 aged 2 by the end of the summer term. 7 children had English as an additional language, alongside Estonian, Tamil, Arabic, Turkish, Polish and Nepali. 4 children received Free for Two funding for all or part of the year; 2 children received Early Years Pupil Premium funding; 2 children received Special Educational Needs Inclusion Funding. The charity continued to support children and families to work with partner agencies, including: 2 children accessing the Specialist Teaching Service; 2 children accessing Speech and Language Therapy; and 1 child accessing Kent Children's Services. At the end of the year, 15 children left the pre-school to start school in 7 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback from the parents and carers of children that left the pre-school at the end of the year, including the following comments: • <i>"We honestly could not have asked for a better place with better people."</i> • <i>"At every step of the way we felt included and involved with our children's learning."</i> • <i>"The staff are always - absolutely without fail - open, welcoming and warm to both children and families."</i> • <i>"I am very impressed with their commitment to our children's happiness and development."</i> • <i>"Staff are clearly so knowledgeable about the early years."</i> • <i>"She was given the freedom to express herself through a wide range of resources,</i>

		<i>to risk-take and to negotiate friendships and feelings safely."</i> • <i>"You took such time and care to get to know our little boy. You knew all about him: his interests, his family and friends and what he needed to feel safe and settled."</i> The charity recognised that COVID-19 social distancing measures were making it difficult to communicate effectively with families. The charity secured a capacity building grant from Comic Relief – through Groundwork UK – to set up an online system to share information on children’s learning and development and invest in work to develop the charity’s website The charity recognised the impact of the COVID-19 pandemic on the wellbeing of children and families and on children’s communication and social skills. The charity secured a wellbeing support grant from Canterbury City Council to fund: staff training in supporting wellbeing; deliver Solihull workshops for parents; and support children’s transition into primary school. The charity carried forward some funding from Martello Fund, through Kent Community Foundation, which was used to fund redevelopment of the charity’s website and general running costs. The charity’s staff continued to develop their professional practice during the year, attending training and learning events in a range of areas, including: Developmental Trauma and Adverse Childhood Events; Solihull Approach Training for Professionals; Young Minds mental health and wellbeing; safeguarding; First Aid; and Makaton. All trustees completed training in governance and safeguarding. The charity’s Manager continued her role as Tutor Champion for Kent, delivering mentoring sessions for early years settings in East Kent and communication counts training for the charity’s staff and gaining Communication Friendly status for the pre-school. Across the year, the charity recruited an Early Years Staff member and an Early Years Apprentice. One of our Early Years Educators retired after 18 years with the charity.
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		The charity continued to work as part of a collaboration of local early years settings and in partnership with local universities at Community of Practice events.
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Trustees regularly monitored progress against the plan and ensured that objectives were met. Trustees completed an annual review of the charity's work. In addition to this, the trustees agreed their response to the COVID-19 pandemic and implemented and regularly monitored a plan to keep children, staff and volunteers safe and to safeguard the charity.
Performance of fundraising activities against objectives set	Para 1.41	The trustees set the following fundraising objectives for the year: • To raise income from individual giving and community events to meet the shortfall in statutory funding for childcare places • To raise income from grants, statutory funding and corporate funding to provide additional services for children and families • To further diversify the charity's income streams The trustees set realistic goals, taking into account the ongoing impact of the COVID-19 pandemic. The charity's fundraising group performed well in identifying and securing funding and monitored the charity's fundraising plan across the year. The charity performed well against all fundraising objectives and continued to build relationships with existing and new funders across the year. Details of the funding secured are shown in the charity's Annual Accounts and within this Annual Report.

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	The charity is ending this financial year in an acceptable position with our receipts exceeding payments by approximately £500. We also have a 9% surplus to carry over as unrestricted budget.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	We hold reserves of £35,000 to cover the costs of charity wind up and dissolution. This covers 3 months approximate running costs and all staff redundancies. The reserve fund is restricted to emergency use only and can only be accessed in the event of the charity's dissolution.
Amount of reserves held	Para 1.22	£35,000
Reasons for holding zero reserves	Para 1.22	n/a
Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	n/a

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. This year the Trustees agreed to increase fees by £0.25 per hour. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on finding other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising. The majority of grants received this year were used for specific projects such as the new communication app and the ongoing redevelopment of the website. £1,000 from Tesco will be carried over to fund a Helicopter Stories project at the beginning of the next year. The charity also received £1,847 from the government's Job Retention Scheme to assist in paying members of staff who were furloughed while there was reduced capacity at the beginning of the year.
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Investment performance against objectives	Para 1.41	n/a
Investment policy and objectives including any social investment policy adopted	Para 1.46	n/a
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity is the disparity between its main funding avenues and its outgoings. The fundraising team will continue to focus on obtaining additional funding to cover the difference.
Other		n/a

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g. unincorporated association, CIO)	Para 1.25	Unincorporated association
Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees

Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The charity has a clear process for the recruitment and induction of trustees, which is overseen by the Governance and Finance Group. The Chair of Trustees and Manager support new trustees with their induction to the charity. During their induction, trustees meet staff, volunteers, children and families and complete training and reading in governance, safeguarding and areas relevant to their specific role.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, who meet on a termly basis to review the charity's progress against its annual plan and budget. Sub-committees of the Board report into trustee meetings on work in the following priority areas: Children, Families and Safeguarding; Staff, Volunteers and Health and Safety; Fundraising; Communications; and Governance and Finance. Each sub-committee

		has a Lead Trustee who oversees the charity's work in that area. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager with an MA in Early Childhood Education (with Distinction). Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Kathryn Rogers	Chair		n/a
2	Anna Campion	Treasurer		
3	Tiffany Carter	Secretary		
4	Hayley Barnett		1 September 2020 to 26 May 2021	
5	Nicola Bayly			
6	Philip Embry		From 28 January 2021	
7	Patricia Fleming		From 28 January 2021	
8	Elisabeth Garcia White		From 28 January 2021	
9	Sally Heath			
10	Nicholas Maher			
11	Coral Murray		From 26 May 2021	
12	Susannah Silva-Gould		1 September 2020 to 25 March 2021	

Name of chief executive or names of senior staff members (Optional information)

Sally Heath, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Kathryn Rogers	Anna Campion
Full name(s)	Kathryn Rogers	Anna Campion
Position (eg Secretary, Chair, etc)	Chair	Treasurer
Date	27 April 2022	27 April 2022

Accounts



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Stepping Stones Pre-School

**On accounts for the year
ended**

31/08/2020

**Charity no
(if any)**

1037668

Set out on pages

1-2 of Receipts and Payments Accounts 2019-20

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **31/ 08/2019**.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, 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 Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed 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 (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

18/02/2021

Name:

Stephen Lazell

**Relevant professional
qualification(s) or body
(if any):**

ACCA
Membership Number- 0991436

Address:

2 Juniper Close
Canterbury
Kent, CT1 3LL

Section B

Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

None.



CHARITY COMMISSION
FOR ENGLAND AND WALES

Stepping Stones Pre-School Canterbury

1037688

Receipts and payments accounts

CC16a

For the period
from

1 September 2019

To

31 August 2020

Section A Receipts and payments

	Unrestricted funds	Restricted funds	Endowment funds	Total funds	Last year
	to the nearest £	to the nearest £	to the nearest £	to the nearest £	to the nearest £
A1 Receipts					
Tuition Fees	5,633	-	-	5,633	8,116
Kent County Council Funding	42,506	-	-	42,506	50,812
Fundraising	4,350	-	-	4,350	2,473
Grants	11,966	-	-	11,966	6,180
Bank Interest	133	-	-	133	209
Sub total (Gross income for AR)	64,588	-	-	64,588	67,790
A2 Asset and investment sales, (see table).					
Matured Bond	- 0	12,000	- 0	12,000	
	- 0	- 0	- 0	-	- 0
Sub total	- 0	12,000	- 0	12,000	- 0
Total receipts	64,588	12,000	- 0	76,588	67,790
A3 Payments					
Staff Wages	41,998	-	-	41,998	42,820
Hall rent	4,934	-	-	4,934	6,601
Consumables	499	-	-	499	1,418
Casual Staff	1,376	-	-	1,376	3,322
Equipment	2,714	-	-	2,714	1,651
Trips/Events	390	-	-	390	246
Other	1,043	-	-	1,043	968
Phone	250	-	-	250	-
Insurance	1,026	-	-	1,026	808
Training	1,187			1,187	1,013
Membership Subscriptions	487			487	446
Administration	829			829	1,045
Gifts	21			21	118
Sub total	56,754	-	-	56,754	60,456
A4 Asset and investment purchases, (see table)					
	- 0	- 0	- 0	-	
	- 0	- 0	- 0	-	
Sub total	- 0	- 0	- 0	-	- 0
Total payments	56,754	- 0	- 0	56,754	60,456
Net of receipts/(payments)	7,834	12,000	-	19,834	7,334
A5 Transfers between funds	- 23,000	23,000	-	-	-
A6 Cash funds last year end	20,552	-	-	20,552	-
Cash funds this year end	5,386	35,000	-	40,386	7,334

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds	Restricted funds	Endowment funds
		to nearest £	to nearest £	to nearest £
B1 Cash funds	Cash in hand	745	-	-

	Cash at bank (current account)	4,525	13,000	-
	Cash at Bank (deposit accounts)	116	22,000	-
	Total cash funds	5,386	35,000	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds	Restricted funds	Endowment funds
	Details	to nearest £	to nearest £	to nearest £
B2 Other monetary assets		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B3 Investment assets			-	-
			-	-
			-	-
			-	-
			-	-
	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
B4 Assets retained for the charity's own use	Toys and Equipment (estimated value)		-	9,771
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
B5 Liabilities			-	
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
	Kathryn Rogers	Kathryn Rogers	18/2/21	
	Anna Campion	Anna Campion	18/2/21	



CHARITY COMMISSION
FOR ENGLAND AND WALES

Trustees' Annual Report 2019/ 20

From 1 September 2019 to 31 August 2020

Charity name: Stepping Stones Pre-School Canterbury

Charity registration number: 1037668

Objectives and Activities

	SORP reference	
Summary of the purposes of the charity as set out in its governing document	Para 1.17	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

Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts.	Para 1.17 and 1.19	We provided a charity pre-school, totally focussed on our children, families and community, where children built on their learning through creative play. Our skilled and experienced staff nurtured every child's individual interests and partnered with families in their child's learning, giving children the freedom to develop at their own pace. From September to March we ran pre-school sessions for 2-5 year olds every week day during term time. We provided a high quality learning environment for children to enjoy their early years and to become independent learners who are willing to take risks and to challenge themselves as they learn through play. Our children's wellbeing was high and we supported them to build resilience and independence so that they are well prepared for their transition to primary school. The charity created a welcoming and inclusive space for children and families and embedded excellence and best practice in its work. We welcomed children from a wide range of backgrounds, including those living in areas of deprivation, children with English as an additional language, those with special educational and health needs and families working with Children's Services. Each child's highly qualified key person worked with families so that children could develop and reach their full potential within the Early Years Foundation Stage. Children enjoyed Christmas events and outings around the local community, including to: the UNESCO World Heritage Site of Canterbury Cathedral and St Augustine's Abbey, Canterbury Library and Museum and local green spaces. From March to the end of the year, the pre-school setting was closed due to COVID-19 restrictions. During this time, the charity delivered support to children and families in a range of ways, including: providing daily ideas for pre-school activities at home, through email and social media; weekly phone calls to families; delivery of resources to children's homes; a virtual sports day; and transition packs for children leaving us to start school in September. The charity received funding from Tesco to support this work and our preparations for a COVID-secure reopening of the setting in September 2020.
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Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit	Para 1.18	Trustees have considered the Charity Commission's guidance on public benefit when planning the charity's activities
Contribution made by volunteers	Para 1.38	The charity is governed by a volunteer Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. Our constitution involves all parents and carers as family members of the charity and they take on active roles as volunteers within the setting and at community events.

Achievements and Performance

	SORP reference	
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Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole.	Para 1.20	The charity supported 34 children to develop within the Early Years Foundation Stage during the year: 16 aged 4, 10 aged 3 and 8 aged 2 by the end of the summer term. Of these: 5 children received Free for Two funding for all or part of the year; 2 children received SENIF funding for additional needs; 3 children received support from the Specialist Teaching Service; 2 children had Child in Need plans in place; and 7 children had English as an additional language. We supported families to access support from partner agencies, including Home Start, Health Visiting and Speech and Language Therapy. At the end of the year, 17 children left the pre-school to start school in 7 different primary schools across Canterbury and surrounding areas. The charity received positive feedback from the schools on the learning and development of the children. The charity received very positive feedback from the parents and carers of children that left the pre-school at the end of the year, including the following comments: • <i>"Thank you for all your support over these last two years. Stepping Stones is a real gem"</i> • <i>"[My son] felt secure at the setting and staff met his needs for reassurance when in in the morning and engaged with his favourite activities like reading books. He was encouraged to stretch himself when pedalling on the trike or making friends"</i> • <i>"We were impressed with the number of trips and he really enjoyed them. Staff were engaging [with] the children, chatting as they walked and finding lots of things of interest. It was a great chance to make memories and encourage independence. It was lovely to join in with the St Augustine's Abbey trip"</i> • <i>"I think you have walked the extra mile with it [during COVID-19 lockdown], always keeping in touch via emails, phone calls, videoconferences, even surprise visits and gift packs. The ideas and videos on email and Facebook were...a great resource for us. We cannot thank you enough for all your support"</i> • <i>"Absolutely wonderful support during lockdown with weekly phone calls, toys and resources dropped off for children, the amazing homemade worry monster puppet and book and fabulous daily activities"</i>
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Additional information (optional)

You may choose to include further statements where relevant about:

Achievements against objectives set	Para 1.41	Across the year, the trustees implemented an annual plan with actions in five key priority areas: Children and Families; Staff and Volunteers; Fundraising; Communications; and Governance. Trustees regularly monitored progress against the plan and ensured that objectives were met. In addition to this, the trustees agreed their response to the COVID-19 pandemic and implemented and regularly monitored a plan to keep children, staff and volunteers safe and to safeguard the charity.
Performance of fundraising activities against objectives set	Para 1.41	The trustees appointed a fundraising group which implemented and monitored the charity's Fundraising Plan. From September to March the charity performed well against its objectives for individual giving, grants, statutory funding and community events. The COVID-19 pandemic affected the fundraising income in all areas and the trustees have agreed plans to address this in the coming year.

Financial Review

Review of the charity's financial position at the end of the period	Para 1.21	Despite a difficult year the charity has ended the period with £5,386 to carry forward. This includes a £5000 grant from the Martello Fund which will be used to fund the charity's running costs during the continuing COVID-19 restriction while our usual income is expected to be reduced.
Statement explaining the policy for holding reserves stating why they are held	Para 1.22	During this period we held reserves of £12,000 in a fixed bond to cover the costs of charity wind up and dissolution. The bond matured during the period and it was identified that this amount did not cover our dissolution costs. The Trustees therefore decided to restrict a total of £35,000 to cover 3 months running costs and all staff redundancies.
Amount of reserves held	Para 1.22	£35,000
Reasons for holding zero reserves	Para 1.22	n/a

Details of fund materially in deficit	Para 1.24	n/a
Explanation of any uncertainties about the charity continuing as a going concern	Para 1.23	

Additional information (optional)

You may choose to include further statements where relevant about:

The charity's principal sources of funds (including any fundraising)	Para 1.47	The charity's main source of income continues to be government funding for childcare provision, through Kent County Council. Secondary to this is the income from fees for children who are not in receipt of government-funded childcare. As in previous years, the income from these sources does not cover the charity's costs and this year the charity has continued to focus on developing other sources of income, including: charitable grants, statutory grants, voluntary contributions from parents and carers and community fundraising.
Investment performance against objectives	Para 1.41	
Investment policy and objectives including any social investment policy adopted	Para 1.46	
A description of the principal risks facing the charity	Para 1.46	The main risk facing the charity this year and going to the next is the effect of the COVID-19 pandemic. We have suffered a substantial loss of income due to a period of closure followed by reduced numbers of children in the setting due to social distancing measures and fewer children taking up their places. This has been overcome by the receipt of grants and increased government funding but continues to be a concern going forwards.
Other		

Structure, Governance and Management

Description of charity's trusts:		
Type of governing document (trust deed, royal charter)	Para 1.25	Constitution
How is the charity constituted? (e.g unincorporated association, CIO)	Para 1.25	Unincorporated association

Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees	Para 1.25	Elected by members or co-opted by trustees
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Additional information (optional)

You may choose to include further statements where relevant about:

Policies and procedures adopted for the induction and training of trustees	Para 1.51	The Chair of Trustees oversees the recruitment and induction of trustees to the charity. Trustees complete training and reading in governance and safeguarding and in areas relevant to their specific roles.
The charity's organisational structure and any wider network with which the charity works	Para 1.51	The charity is governed by a Board of Trustees, with a wide range of skills and experience across charity, business, education and family support. All trustees either currently have children at the pre-school, or previously had children with us and they have a real commitment to the charity and the wellbeing and learning of the children in our care. The pre-school is run day-to-day by a small staff team. All staff are highly qualified and are led by a Manager with an MA in Early Childhood Education (with Distinction). Staff performance is monitored through a supervision and appraisal system. The Manager and the Chair of Trustees work together well and fortnightly staff meetings, which the Chair of Trustees attends on a termly basis, ensure good communication across the charity. The pre-school is regulated by Ofsted and the charity is a member of the Early Years Alliance, the National Council for Voluntary Organisations and a collaboration of local pre-schools.
Relationship with any related parties	Para 1.51	n/a

Reference and Administrative details

Charity name	Stepping Stones Pre-School Canterbury
Other name the charity uses	n/a
Registered charity number	1037668
Charity's principal address	Kendall Hall, Nunnery Fields, Canterbury, Kent, CT1 3JN

Names of the charity trustees who manage the charity

	Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1	Kathryn Rogers	Chair		n/a
2	Susannah Silva-Gould	Treasurer	Treasurer to 4 April 2020. Rest of year as Trustee	
3	Anna Campion	Treasurer	From 4 April 2020	
4	Sarah Barnes	Secretary	To 29 October 2019	
5	Nicola Bayly			
6	Hayley Barnett			
8	Tiffany Carter		From 4 June 2020	
9	Sally Heath			
10	Nadia Lang		To 11 May 2020	
11	Nic Maher			

Name of chief executive or names of senior staff members (Optional information)

Sally Heath, Manager

Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)	Kathryn Rogers	Anna Campion
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Full name(s)	Kathryn Rogers	Anna Campion
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Position (eg Secretary, Chair, etc)	Chair	Treasurer
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Date	18/2/2021	18/2/2021
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