

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales · Charity number 1081699

Details

Status Registered

Legal form Charitable company

Company number [03719730](#)

Registered 2000-07-21

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

Contact

Address 8 Manor Park Grove
Northfield
Birmingham
B31 5ER

Phone 0121 6831858

Email info@longbridgechildcare.org.uk

Website longbridgechildcare.org.uk

Activities

Objects: TO ADVANCE THE EDUCATION AND DEVELOPMENT OF YOUNG CHILDREN WITHIN LONGBRIDGE IN PARTICULAR BY THE PROVISION OF A COMPREHENSIVE CHILDCARE SERVICE OFFERING FACILITIES FOR SAFE AND SATISFYING PLAY AND TO PROVIDE OR TO ARRANGE FOR THE PROVISION OF SUCH ANCILLARY FACILITIES AND ACTIVITIES AS ARE CONSIDERED NECESSARY OR DESIRABLE FOR THE FULFILMENT OF THE OBJECTS..

Activities: Provision of human resources, managment and advice and guidance.Provision of childcare associated training.Acts as an umberella to several childcare venues.

Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** WITHIN THE CITY OF BIRMINGHAM WITH PARTICULAR REFERENCE TO THE AREA OF LONGBRIDGE AND ITS ENVIRONS
- Birmingham City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£789,935	£625,449	£84,686	27
2024-03-31	£533,519	£555,771	£-79,800	28
2023-03-31	£477,080	£502,944	-	-
2022-03-31	£544,730	£527,485	£-31,684	29
2021-03-31	£499,411	£458,722	-	-

Trustees

Name	Role	Appointed
David Appleton		2025-02-20
Ian Wilcox		2024-02-19
Lisa Wills		2025-07-14
Matthew Short		2021-12-02
Michelle Windridge		2025-12-18
Rachael Louise Collins		2024-07-04
Sarah Murray		2021-12-02

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales - Charity number 1081699

Accounts

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 March 2025
for
LONGBRIDGE CHILDCARE STRATEGY GROUP

Cooper Parry Advisory Limited
CUBO Birmingham
4th Floor
Two Chamberlain Square
Birmingham
West Midlands
B3 3AX

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for the year ended 31 March 2025

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LONGBRIDGE CHILDCARE STRATEGY GROUP

Reference and Administrative Details
for the year ended 31 March 2025

Trustees	S Murray M Short (Chair) C J Atterbury L Williams R L Collins (appointed 4/7/2024) D Appleton Finance Director (appointed 20/2/2025) I J Wilcox Senior Finance Manager (appointed 19/2/2025) L J Wills (appointed 14/7/2025) M L Windridge (appointed 7/10/2025)
Registered office	Hollymoor Centre 8 Manor Park Grove Northfield Birmingham West Midlands B31 5ER
Registered company number	03719730 (England and Wales)
Registered charity number	1081699
Independent examiner	Cooper Parry Advisory Limited CUBO Birmingham 4th Floor Two Chamberlain Square Birmingham West Midlands B3 3AX

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees
for the year ended 31 March 2025

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, governance and management

Longbridge Childcare Strategy Group is a company limited by guarantee (company number 03719730) which was incorporated on 25 February 1999 and achieved charitable status on 21 July 2000 (number 1081699). It is governed by its Memorandum and Articles of Association dated 25 February 1999, as amended by special resolution on 13 December 1999.

The Trustees who held office during the year and to the date of this report are as follows:

Ms S Murray	Appointed 02 December 2021
Mr M Short	Appointed 02 December 2021
Ms R Collins	Appointed 04 July 2024
Mr D Appleton	Appointed 20 February 2025
Mr I J Wilcox	Appointed 19 February 2025
Mr C J Atterbury	Appointed 24 October 2023
Mr L Williams	Appointed 17 November 2023
Ms R Sharpe	Appointed 22 December 2023

Report of the Trustees
for the year ended 31 March 2025

Objectives and activities

Objectives and aims

Recruitment and appointment of new Trustees

Recruitment of Trustees has been particularly successful this year and we have recruited three additional board members from a variety of professional backgrounds to reflect the needs of the charity.

The current Trustees are full time professionals, some of whom have experience within the childcare field.

We continually encourage parents and individuals to become members of the committee, specifying the roles and responsibilities required for the provision. This is undertaken via an interview with the panel, committing to a minimum of four meetings per year and completing a DBS check.

Principal activity

The principal activity of the company continues to be the provision of quality, affordable childcare facilities and training for those supplying care services. The welfare and development of the children is paramount within all of our activities, particularly at this time.

Longbridge Childcare Strategy Group is a charity established in 1991, to be effective in Birmingham with particular reference to the Longbridge Area and its environs (the Area of Benefit).

"To advance the education and development of young children within Longbridge in particular by the provision of a comprehensive childcare service offering facilities for safe and satisfying play and to provide or to arrange for the provision of such ancillary facilities and activities which are considered necessary or desirable for the fulfilment of the objects."

The Charity includes the following powers exercisable in furtherance of the said Objects, but not otherwise;

1. To advance, whether by training or otherwise, the knowledge and professional skills of those resident in the Area of Benefit and concerned with the provision of childcare.
2. To provide practical help within the Centre services, including; advice, assistance, service, support, advocacy and information to meet the needs of those caring for children and to liaise with external bodies concerned with the matters of childcare.
3. To promote, provide and carry on or assist in the promotion, provision and carrying on of facilities of any kind pursuant to the objects and to arrange and hold meetings, conferences and lectures.

Activities April 2024 - March 2025

Longbridge Childcare Strategy Group (LCSG) remained dedicated to providing exceptional childcare and vital support to vulnerable children and their families in South Birmingham throughout 2024-2025.

This annual report highlights our accomplishments, challenges, and key milestones, all contributing to our ongoing mission to create a nurturing and secure environment for every child in our care.

2024 - 2025 has been an eventful year for Longbridge Childcare Strategy Group, continuing our dedication to providing high-quality child care and support for vulnerable children and their families in the South of Birmingham. This report reflects the achievements, challenges, and milestones over the past year, as we continue to work towards creating a nurturing and safe environment for every child in our care.

Our mission at Longbridge Childcare Strategy Group is to put 'Children First' by ensuring that every child has access to affordable, high-quality childcare, and to support their development emotionally, socially, and academically. At our 3 childcare settings Alphabets @ Hollymoor, Alphabets @ Frankley and Alphabets @ Cofton, we envision a world where every child, regardless of background, can grow in a caring and supportive environment that fosters their full potential. We aim to give children the tools they need for their next stage of education.

Alphabets @ Frankley Summary of Setting and Key Achievements 2024 - 2025

This provision is graded Good grade by Ofsted. Operating from Frankley Children's Centre in Frankley, Birmingham. The nursery moved into the main Frankley Plus Children's Centre building in April 2024 due to the lease agreement not being renewed by Hollyhill School for the room they were occupying which joins the school and children centre together. This move back into the Children's Centre has been a positive one and has supported the joined up working we do alongside Barnardos, the Family Support team and other services that are run from the Centre.

Report of the Trustees
for the year ended 31 March 2025

The staff team has been able to provide a stable and secure environment for the children and families in the area, without having a break in the care service that may have come with moving venues.

In May 2024 we changed the name of the setting from Alphabets @ Hollyhill to Alphabets @ Frankley. To reflect the move to the Children Centre.

Working in partnership is a strength for this setting; they often work jointly with other professionals to support the families within their care, who may often have complex needs.

Professional development courses have upskilled the staff team. They have taken part in Designated Senior Lead training, Counting Collections Training, Operation Encompass, Makaton training, Food Safety, FGM, Prevent.

Alphabets @ Cofton Summary of Setting and Key Achievements 2024 - 2025.

This provision is Graded Good by Ofsted. It operates from a separate building based on the Cofton Primary School site, in West Heath. Providing care for children aged 2 to 4 years at the Pre-School session as well as a Before and After school club. It also operates a holiday playscheme during school holidays for children aged 3 to 11 years.

To ensure future sustainability the setting reduced the age of the children they care for to 2 years olds, this meant that the occupancy of the setting increased.

The setting continues to be popular with children and families attending the adjoining primary school, also attracting its use from pupils from other local schools during the school holidays.

This settings works closely with Cofton Primary School in order to support their services offering wrap around care, working professionally to support the families that attend with setting,

Professional Development courses have been undertaken by the staff team which included GCP2 training, Designated Senior Lead, Makaton, Counting collections.

Alphabets @ Hollymoor Summary of Setting and Key Achievements 2024 - 2025.

This provision is Good grade by Ofsted. It operates from Hollymoor Centre in Northfield. Offering care for children aged 9 months to 4 years during term time and 9 months to 8 years out of term.

Working in partnership with other childcare professionals and the local children's centres, to meet each child's individual needs.

This year they developed a baby room in order to support the implementation of the Early Education Entitlement funding for children from the age of 9 months.

Staff team upskilled by completed CPD courses including Safer Sleeping, Safe Eating, Setting Based SENCO.

Other Key Achievements in 2024 - 2025

Lead Special Educational Needs Role - Each setting was supported by the introduction of a Lead SEN Practitioner. A mobile role which includes visits to each setting and observations carried out on children to determine future support needed for the child and if referrals to other agencies are required.

Growth

This year, we expanded our reach to serve more children and families than in previous years. We are proud to report expansion at both the Hollymoor and Cofton sites, enabling us to support a greater number of children and families than in any previous year.

Our continuous drive to enhance services has led to the training of our staff to support children with specific medical conditions. This enables us to inclusively cater to children who experience discrimination based upon their health needs, demonstrating our ability to address a wider range of needs and specific challenges faced by various age groups and family structures.

Managers have spent much time building relationships with local schools, and community groups which have been instrumental in identifying and reaching families most in need, fostering a network of support that extends our impact.

Report of the Trustees
for the year ended 31 March 2025

This expansion is not merely a matter of numbers. Through our efforts, more children are receiving the educational support, nutritional assistance, and emotional guidance they need to thrive. More families are finding the resources and community connections that empower them to overcome challenges and build stronger futures. We remain committed to building upon this momentum, continually seeking new ways to grow our reach and deepen our impact in the years to come.

Continuation of Nutritional Programs

We continue to ensure that the children using our childcare services receive nutritious snacks and meals, contributing to better health and well-being.

Partnerships - We still continue to partner with Cofton Primary School to offer breakfast club and after school club care to 40 children per week. We also continue to partner with Hollyhill School to provide breakfast club provision to 10 children.

Challenges

Funding Constraints - The children that attend our settings are primarily funded by the Early Education Funding entitlement which was increased, but for another year we have seen that the increase is unfortunately not at the rate in which the National Minimum Wage was increased by. Therefore we still continue to use the expertise of the project manager as the bid writer, in order to try to avoid any shortfalls.

Staffing Shortages - We still continue to face staff shortages and recruitment issues. To help counteract this we have worked with Best Practice Network to place an apprentice in each of the settings to try to strengthen our staff team.

Future Goals

Expansion plans - The successful launch of our Baby Room has led to a growing demand for additional baby places, indicating a need for further service expansion.

Strengthening Partnerships - Build stronger relationships with local businesses and schools encouraging the usage of our nurseries by its stakeholders and their linked parents / carers.

Parent / Carer and Community Events - Continue to engage the community with fundraising events and volunteer opportunities. It is important for us to foster stronger community and parental ties, by holding Family inclusion events.

Pursuit of further fundraising efforts, these will be transparently managed, with clear communication on how the raised funds will be utilized to benefit our settings.

Central Office

Negotiations regarding the Lease for the building were unresolved during this period and will now continue as a priority for the next year. The condition of the building remains stable, LCSG has continued to complete emergency repairs as and when needed.

The centre has continued to see an increased uptake in community events to include crafts, exercise classes, meeting place for the over 50's and a space for new mothers. The introduction of LCSG Food pantry and warm spaces have increased the footfall to the centre and provided the community with a much needed support network due to the cost of living crisis. We have identified the need for further grants and bids to maintain the building in regard to the roof, heating and promoting a more energy efficient centre. We will be prioritising these actions over the next 2 years.

Looking Ahead

The next 12 months bring exciting opportunities to further support children and families:

- Expanding Flexible Learning services and supporting home schooling families with creative craft sessions.
- Introducing initiatives around healthy eating, new mums' advice, breastfeeding support, mental health awareness, and the benefits of journaling.
- Strengthening partnerships with Incredible Surplus, In Kind Direct, and the Veolia Charity to make the most of donated goods, promote recycling, and support sustainability.
- Working closely with BCC to ensure the value of worth assessment is completed and the CAT Lease is secured.

We're also expanding our fundraising efforts with a more focused presence on social media, advertising, and marketing strategies, ensuring that the local community knows who we are and where we're based. This will help us attract more support, volunteers, and engagement for the work we do.

Report of the Trustees
for the year ended 31 March 2025

Management

The Board continued to work with staff throughout the year to investigate potential changes which could benefit the organisation. Through consultation, priority was placed on building a larger Board which reflects the community and holds specialisms which can support the development and growth of LCSG.

LCSG Priorities for this year were;

- To monitor and evaluate the services we provide on a regular basis in order to maximise the benefits we provide to the individual children and young people in our care, their families and the local community.
- To develop a whole family approach identifying services and funding opportunities which will support the needs of the community.
- To maintain the 'Good' quality of childcare services as graded by Ofsted.
- To market LCSG services widely across the local areas.
- To monitor Running Costs and Funding/Income opportunities to maintain sustainability.
- To improve and upgrade our IT facilities and online presence. Offer training and support for the team based on their individual skills.

This Report has shown that we continue to maintain quality services and support children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

Public benefit statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Report of the Trustees
for the year ended 31 March 2025

Objectives and activities

Social Impact Report April 2024 - March 2025

During this year LCSG has provided quality childcare and family support for families including disadvantaged children needing special educational needs and safeguarding support, young adults, women, men, senior members of the community and single parents. Access to these services has been a powerful tool in addressing the effects from social disadvantage brought about by poor housing and living in areas of poverty. We continue to work with those in our community who are isolated and vulnerable; this is typically those on the lowest incomes. By offering welfare support to the most in need, quality childcare and family support has enabled individuals to access work or training courses, increase their hours or take on new opportunities. This has helped them to move out of poverty, improve their lives and enhance their children's long-term life chances.

LCSG have been active in Birmingham with a primary focus on Northfield West Heath and Frankley Great Park which the Birmingham Indices of deprivation 2019 ranked as among the 10% most deprived areas nationally. The wards are faced with a growing number of families living in poverty due to the cost-of-living crisis. We engage with these hard-to-reach families and individuals offering a fun, safe but stimulating environment along with a programme of activities designed to foster a sense of community and wellbeing.

LCSG has given extra social support to over 900 local families throughout the year. Our records show that 83% of the children attracted Pupil Premium and or Deprivation funding this rises to 90% in Frankley. 2730 people have accessed support through our community centre and out of term social activities and projects. (10920 people have visited each year face to face in total) Birmingham City Council continues to recognise the centre as a 'warm welcome' venue. In addition to this we have provided hampers and support packs which include online support to 4,000 families receiving benefit support or have additional needs.

LCSG continues to assess and support the children who come into our care. Communication remains a major concern especially for children who have English as an additional language. Using communication assessment strategies and tools we work in partnership with the parents to identify the child's communication needs and put an early intervention plan into place. This is a service made available for every child. The children and young people we have supported for the last 3 years have included those who have experienced trauma (they may be having counselling or play therapy). Children and young people with a Health Care Action Plan. Looked after children and young people, Children, and young people from prisoner families. Children and young people with parents/carers or a sibling who suffers from health problems or a disability which impact on the child's quality of life. (This can include mental health), children and young people with parents/carers who are rehabilitating from an addiction. The numbers of children with extended needs (SEND) have dramatically increased. The areas of concern include difficulties hearing, mild to moderate learning disability, developmental disability i.e., autism or autism spectrum disorder. Parents are increasingly asking for support in managing their child's behaviour.

LCSG employs thirty employees on a range of employment contracts which include full time, part time and term time only. We work in partnership with the Birmingham Playcare Network (BPCN) who run a scrap store from our centre which recycles donations from individuals and businesses throughout Birmingham they employ eight part-time staff and fifty volunteers. BPCN also facilitates short courses and projects from the Hollymoor Centre. These projects are aimed at addressing a social need which brings in vulnerable people. They hold a biweekly craft group for people over 50 years old and a mother and baby club supporting young moms. Five hundred people visit ScrapStore each month 6000 each year. We have a scout group and a dance academy group. We also have a school onsite called Flexible Learning which is for children who find attending mainstream education a challenge. Each of the occupants of the Hollymoor Centre refer individuals and groups to LCSG. We work together to offer the best help and support. In total over 24,462 people in the community benefited from our combined services. This partnership has enhanced our connection with families in the local community and strengthened the support we are able to give, we have found that we are able to attract a larger number of families who would have been harder to reach out to. By bringing them into our community we can work in partnership with other professionals and services to make a real change to their lives. An example of the professionals we work with are Health Visitors, Social Workers, Police, Health Care Professionals, teachers, and housing organisations. We also work in partnership with the Children's Centres, Special Educational Needs co-ordinators and Speech and Language Therapists. In addition, we support parents back into training by providing flexible childcare packages in partnership with the colleges.

LCSG employees are childcare practitioners who are experienced in connecting with and supporting people who are vulnerable and who often find it hard to trust anybody. Forming a partnership with them in support of their children helps to build a bond of trust. The parents/carers are grateful to have the opportunity to talk their problems through with the child's key person. The key person will then signpost them or help them find the help available. The key people have an extensive training program available to them which includes training in managing trauma, mental health first aid, drug and alcohol rehabilitation, domestic violence, and a range of safeguarding courses. This is to provide the socially supported families with the highest quality of care and advice available.

Report of the Trustees
for the year ended 31 March 2025

Objectives and activities

During the summer LCSG were able to capitalise on the new team of Playworkers who were employed last year. This included the development of a team of seven young adults aged between 16 to 18 years old who were very enthusiastic and committed to providing a summer scheme full of fun and friendship for the young children in their care. These young people gained valuable work experience, made new friends, and had a valuable experience of employment and managing their own money.

Safeguarding and promoting the welfare of children remain to be an integral factor in all LCSG's management procedures. This commitment is deeply embedded in the general ethos of LCSG who aim to continue to foster a culture of vigilance and care. The number of qualified Designated Safeguarding Leads has increased to give the team the skills and confidence to act appropriately and with confidence when they need to. LCSG's induction pack has also been revised to strengthen new employee's knowledge and understanding of what is expected from them as a member of the team. The members of the group have all continued to adhere to government guidelines but share this responsibility as a team. The care and wellbeing of individuals remains our top priority.

Report of the Trustees
for the year ended 31 March 2025

Financial review

Financial position

The financial review of the year to 31st March 2025 shows the charity has faced challenges however 24/25 is showing positive signs of recovery from previous years.

It's been somewhat of a concern for the industry as a whole due to the early years recruitment crisis and we have found it increasingly difficult to recruit in order to expand on numbers.

Our focus was to increase uptake within each of the settings, to plan an attractive advertising strategy in order for The Hollymoor to become more known and to alleviate any financial strains that were not needed within the charity. This has been somewhat successful, we have seen a significant increase at Alphabets@Cofton and Alphabets@Hollymoor. The managers are using a variety of methods in order to attract new clients and the centre is receiving more traction.

Funded rates provided by the Government have always been significantly lower than needed, however consultations during this year provided positive news that the age in which children receive funding would be lowered, hours extended to 30 and a rise in the funding rates. This has had a positive impact on the 24/25 accounts.

During this time, we looked at ways in which we could save money in all areas, as some employees moved on to new ventures, roles were able to be dissolved amongst the team. Managers were given more insight into budgets and more training was provided, this helped to identify trigger points within the budgets and where money was being spent. Increased costs with the food and utilities have been the biggest challenge and managers have been encouraged to research cheaper alternatives.

At the Directors meeting in February 2024 a wage rise was agreed for managers and deputy managers, with all remaining roles above the new national minimum wage increase from April 2024.

EEE Funding rates were again released late into the month. The formula had been written for the next 3 financial years which would be looked at every 12 months. This has since been reviewed to incorporate the new childcare options from 9 months old. We are optimistic that the new rates and EYPP rates will have a significant positive impact over the next 2 financial years for the Charity.

After the success we had previously had with the HAF programme and the uptake for childcare provision out of term on a downturn, It was decided that if possible to attract new opportunities and bids in regard to offering a completely free service, to not only allow us to keep in consistent contact with our vulnerable families but to also take the strain financially off our service users. A Warm Welcome bid was granted at £11000 and a Winter food aid grant of £4000 where we were able to provide exciting opportunities for the families in the local area to come together and for us to provide a safe, warm and welcoming environment, We were able to provide a food parcel for each family registered with us to include a healthy balanced meal and recipe ideas. This supported the children's welfare out of term when the families were facing the most challenging times due to the cost of living.

The HAF Programme continued throughout 24/25 for 24 sessions over the academic year, this is now offered in all 3 settings bringing in over £19,000 of support for our most vulnerable children. We were able to support this with additional grants from Tesco's, Bodenem Trust and Change X

We have continued to use The Hollymoor site in connection with BPCN for a series of group gatherings including Create and Craft fairs, group gatherings and training, generating more footfall to the area and subsequently more recognition in the area. This resulted in many of the rooms that were vacant being booked within the day which was another area we have tapped into to secure consistent income into the charity. We are seeing a year on year growth within the centre income due to word of mouth from the service users. We will continue to advertise any gaps within the day to ensure we have consistent bookings within the building.

The Hollymoor Centre successfully secured a significant grant from the VCSE, totalling £148,802.88, dedicated to enhancing the building's environmental sustainability. This vital funding was sought in preparation for forthcoming regulatory changes in 2027 and 2030. The upgrades completed include the installation of new solar panels, energy-efficient windows and doors, and modern, energy-efficient lighting. We anticipate that these measures will lead to a reduction in utility costs, and we plan to assess the resulting savings and impact on outgoing expenses over the next twelve months.

In conclusion the settings have shown an equal uptake in paid childcare places, however we have also seen an increase of funded support at all 3 sites compared to the previous year.

This is welcome news to the charity, however as we are governed by the rates and cannot charge top up fees we have very tight margins as we see more and more children accessing the funded support and not the paid services.

Key triggers are still the out of core hours (before 9am and after 3pm)

Report of the Trustees
for the year ended 31 March 2025

We are hoping the introduction of the funded package to support working parents up to 30 hours per week from September 2025 will alleviate these hours.

Managers are now covering parts of the ratio without the additional need to pay for staff. Managers have a clear understanding of the required numbers of children needed in order to break even per hour. This is set out each year at the AGM. We have also introduced a more robust system in order to attract more funding opportunities for the charity and now have a dedicated person to write and submit grants and bids to attract the additional income the charity needs.

Concerns

The Charity continues to face financial pressures due to several factors. Significantly, we have seen a year-on-year increase in salary costs, driven primarily by substantial rises in the National Minimum Wage and the introduction of increased employer National Insurance contributions.

Beyond payroll, other concerns include:

- Rising costs for food and resources.
- Increased utility expenses, including internet and telephone.
- The need to repay historical debts.

Compounding these challenges is a sector-wide recruitment crisis. To successfully navigate this new environment, it is essential that we offer an attractive package to both recruit new employees and retain our current staff.

Reserves policy

Given the current net liabilities position, the reserves policy of the company is under review. The short-term priority is to eliminate the net liabilities. In the medium term, the trustees intend to agree a policy for maintaining unrestricted funds which will balance the group's day to day cash flow needs, while allowing for suitable investment in staff and resources which will benefit the group in the longer term.

Funds in deficit

The financial statements show a deficit in total funds of £84,686 as at 31 March 2025 (2024 - deficit of £79,800).

Going concern

The Trustees have considered a period of at least 12 months from the date of approval of these financial statements and consider that the charity will be able to continue to attract sufficient funding and manage its expenditure levels accordingly. The Group has access to a £10,000 overdraft facility that was renewed in December 2024 for a further 12 months. As such, the Trustees are content that the accounts can be prepared on the going concern basis.

Structure, governance and management

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report
..... Approved by order of the board of trustees on: 12/16/2025



.....
M Short - Trustee

Independent Examiner's Report to the Trustees of
Longbridge Childcare Strategy Group

Independent examiner's report to the trustees of Longbridge Childcare Strategy Group ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.

Cooper Parry
The Institute of Chartered Accountants in England and Wales

Cooper Parry Advisory Limited
CUBO Birmingham
4th Floor
Two Chamberlain Square
Birmingham
West Midlands
B3 3AX

Date: 12/16/2025.....

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Financial Activities
for the year ended 31 March 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
Income and endowments from					
Donations and legacies	2	(49)	12	(37)	15
Charitable activities	3				
Charitable activities					
		789,972	-	789,972	533,504
Total		789,923	12	789,935	533,519
Expenditure on					
Raising funds	4	272	-	272	-
Charitable activities	5				
Wages and National Insurance		464,036	-	464,036	420,398
Consumables and staff expenses		23,168	-	23,168	22,858
Repairs, research and maintenance		18,761	-	18,761	8,504
Rent, rates, heat and light		75,138	-	75,138	64,774
Bank and professional charges		1,277	-	1,277	978
Telephone, stationery & advertising		10,394	-	10,394	9,593
Sundry expenses		6,486	-	6,486	3,482
Other grant expenditure		16,987	-	16,987	20,269
Motor Vehicles Expenses		196	-	196	174
Other		8,722	12	8,734	4,741
Total		625,437	12	625,449	555,771
NET INCOME/(EXPENDITURE)		164,486	-	164,486	(22,252)
Reconciliation of funds					
Total funds brought forward		(81,385)	1,585	(79,800)	(57,548)
Total funds carried forward		83,101	1,585	84,686	(79,800)

Continuing operations

All income and expenditure has arisen from continuing activities.

Longbridge Childcare Strategy Group

Balance Sheet
31 March 2025

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
Fixed assets					
Tangible assets	11	120,665	-	120,665	12,854
Current assets					
Debtors	12	2,371	-	2,371	6,620
Cash at bank and in hand		76,148	1,585	77,733	19,306
		<u>78,519</u>	<u>1,585</u>	<u>80,104</u>	<u>25,926</u>
Creditors					
Amounts falling due within one year	13	(116,083)	-	(116,083)	(118,580)
Net current assets/(liabilities)		<u>(37,564)</u>	<u>1,585</u>	<u>(35,979)</u>	<u>(92,654)</u>
Total assets less current liabilities		<u>83,101</u>	<u>1,585</u>	<u>84,686</u>	<u>(79,800)</u>
NET ASSETS/(LIABILITIES)		<u>83,101</u>	<u>1,585</u>	<u>84,686</u>	<u>(79,800)</u>
Funds	15				
Unrestricted funds				83,101	(81,385)
Restricted funds				1,585	1,585
Total funds				<u>84,686</u>	<u>(79,800)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 12/16/2025..... and were signed on its behalf by:



.....
M Short - Trustee

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Cash Flow Statement
for the year ended 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	174,972	(7,755)
Net cash provided by/(used in) operating activities		174,972	(7,755)
 Cash flows from investing activities			
Purchase of tangible fixed assets		(116,545)	(1,820)
Net cash used in investing activities		(116,545)	(1,820)
 Change in cash and cash equivalents in the reporting period		58,427	(9,575)
Cash and cash equivalents at the beginning of the reporting period		19,306	28,881
 Cash and cash equivalents at the end of the reporting period		77,733	19,306

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Cash Flow Statement
for the year ended 31 March 2025

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2025	2024
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	164,486	(22,252)
Adjustments for:		
Depreciation charges	8,733	4,740
Decrease/(increase) in debtors	4,249	(1,209)
(Decrease)/increase in creditors	(2,496)	10,966
Net cash provided by/(used in) operations	<u>174,972</u>	<u>(7,755)</u>

2. Analysis of changes in net funds

	At 1/4/24	Cash flow	At 31/3/25
	£	£	£
Net cash			
Cash at bank and in hand	<u>19,306</u>	<u>58,427</u>	<u>77,733</u>
	<u>19,306</u>	<u>58,427</u>	<u>77,733</u>
Debt			
Debts falling due within 1 year	<u>-</u>	<u>(88)</u>	<u>(88)</u>
	<u>-</u>	<u>(88)</u>	<u>(88)</u>
Total	<u>19,306</u>	<u>58,339</u>	<u>77,645</u>

Notes to the Financial Statements
for the year ended 31 March 2025

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy trust to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Charitable activities

Costs of charitable activities are incurred on the charity's childcare operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Tangible fixed assets

All fixed assets are initially recognised at cost.

Depreciation

Depreciation of fixed assets is calculated to write off their cost of valuation less any residual value over their estimated useful lives as follows:

Improvements to leasehold property	- 20% p.a. straight line basis
Office equipment	- 15% p.a. reducing balance
Fixture and fittings	- 25% p.a. reducing balance
Computer equipment	- 25% p.a. reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Notes to the Financial Statements - continued
for the year ended 31 March 2025

1. Accounting policies - continued

Fund accounting

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

2. Donations and legacies

	2025	2024
	£	£
Legacies	-	1
Grants	(37)	14
	<u>(37)</u>	<u>15</u>

3. Income from charitable activities

Charitable activities

	2025	2024
	£	£
Childcare services		
Centre income	64,098	58,274
Nursery fees - government funded	618,587	470,027
Government support grants	107,287	5,200
	<u>789,972</u>	<u>533,501</u>

4. Raising funds

Other trading activities

	2025	2024
	£	£
Bad debts	<u>272</u>	<u>-</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2025

5. Resources expended

	2025		2024	
	£		£	
	Unrestricted fund	Restricted fund	Unrestricted fund	Restricted fund
Wages and national insurance	456,293	-	413,593	-
Accountancy and independent examination	7,834	-	6,193	-
Bank and professional charges	617	-	318	-
Consumables and staff expenses	28,857	-	34,027	-
Insurance	9,796	-	9,139	-
Depreciation	8,722	12	4,726	15
Pensions	7,743	-	6,805	-
Rent, rates, heat and light	75,138	-	64,774	-
Repairs, research and maintenance	12,254	-	6,588	-
Telephone, stationary and advertising	10,394	-	9,593	-
Bad debt write off	272	-	-	-
	<u>617,920</u>	<u>12</u>	<u>555,756</u>	<u>15</u>

6. Support costs

	Finance	Governance costs	Totals
	£	£	£
Bank and professional charges	617	660	1,277
Other grant expenditure	-	7,174	7,174
	<u>617</u>	<u>7,834</u>	<u>8,451</u>

7. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Independent examiners' fees	7,147	5,533
Depreciation - owned assets	8,735	4,740

8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees expenses paid in the year

Longbridge Childcare Strategy Group

Notes to the Financial Statements - continued
for the year ended 31 March 2025

9. Staff costs

	2025	2024
	£	£
Wages and salaries	456,293	413,593
Other pension costs	7,743	6,805
	<u>464,036</u>	<u>420,398</u>

The average monthly number of employees during the year was as follows:

	2025	2024
	27	28
Administrative staff	<u>27</u>	<u>28</u>

No employees received emoluments in excess of £60,000.

10. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	Total funds £
Income and endowments from			
Donations and legacies	-	15	15
Charitable activities			
Charitable activities	533,504	-	533,504
Total	<u>533,504</u>	<u>15</u>	<u>533,519</u>
Expenditure on			
Charitable activities			
Wages and National Insurance	420,398	-	420,398
Consumables and staff expenses	22,858	-	22,858
Repairs, research and maintenance	8,504	-	8,504
Rent, rates, heat and light	64,774	-	64,774
Bank and professional charges	978	-	978
Telephone, stationery & advertising	9,593	-	9,593
Sundry expenses	3,482	-	3,482
Other grant expenditure	20,269	-	20,269
Motor Vehicles Expenses	174	-	174
Other	4,726	15	4,741
Total	<u>555,756</u>	<u>15</u>	<u>555,771</u>
NET INCOME/(EXPENDITURE)	(22,252)	-	(22,252)
Reconciliation of funds			
Total funds brought forward	(59,133)	1,585	(57,548)
Total funds carried forward	<u>(81,385)</u>	<u>1,585</u>	<u>(79,800)</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2025

11. Tangible fixed assets

	Improvements to property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Totals £
Cost					
At 1 April 2024	120,994	23,033	57,132	18,560	219,719
Additions	113,272	1,310	652	1,311	116,545
At 31 March 2025	234,266	24,343	57,784	19,871	336,264
Depreciation					
At 1 April 2024	114,154	19,168	56,998	16,545	206,865
Charge for year	7,547	609	69	509	8,734
At 31 March 2025	121,701	19,777	57,067	17,054	215,599
Net book value					
At 31 March 2025	112,565	4,566	717	2,817	120,665
At 31 March 2024	6,840	3,865	134	2,015	12,854

Fixed assets, included in the above, which are held under hire purchase contracts or finance leases are as follows:

	Improvements to property £
Cost	
At 1 April 2024 and 31 March 2025	38,825
Depreciation	
At 1 April 2024	31,985
Charge for year	3,420
At 31 March 2025	35,405
Net book value	
At 31 March 2025	3,420
At 31 March 2024	6,840

12. Debtors: amounts falling due within one year

	2025 £	2024 £
Trade debtors	2,371	6,620

Notes to the Financial Statements - continued
for the year ended 31 March 2025

13. Creditors: amounts falling due within one year

	2025	2024
	£	£
Other loans (see note 14)	88	-
Trade creditors	15,809	9,826
Social security and other taxes	53,989	60,074
Other creditors	11,104	11,024
Deferred income	152	114
Accrued expenses	34,941	37,542
	<u>116,083</u>	<u>118,580</u>

14. Loans

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Other loans	88	-
	<u>88</u>	<u>-</u>

15. Movement in funds

	At 1/4/24	Net movement in funds	At 31/3/25
	£	£	£
Unrestricted funds			
General fund	(81,385)	164,486	83,101
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(79,800)</u>	<u>164,486</u>	<u>84,686</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	789,923	(625,437)	164,486
Restricted funds			
Restricted general fund	12	(12)	-
TOTAL FUNDS	<u>789,935</u>	<u>(625,449)</u>	<u>164,486</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2025

15. Movement in funds - continued

Comparatives for movement in funds

	At 1/4/23 £	Net movement in funds £	At 31/3/24 £
Unrestricted funds			
General fund	(59,133)	(22,252)	(81,385)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(57,548)</u>	<u>(22,252)</u>	<u>(79,800)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	533,504	(555,756)	(22,252)
Restricted funds			
Restricted general fund	15	(15)	-
TOTAL FUNDS	<u>533,519</u>	<u>(555,771)</u>	<u>(22,252)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/23 £	Net movement in funds £	At 31/3/25 £
Unrestricted funds			
General fund	(59,133)	142,234	83,101
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(57,548)</u>	<u>142,234</u>	<u>84,686</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2025

15. Movement in funds - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,323,427	(1,181,193)	142,234
Restricted funds			
Restricted general fund	27	(27)	-
TOTAL FUNDS	<u>1,323,454</u>	<u>(1,181,220)</u>	<u>142,234</u>

16. Related party disclosures

During the year ended 31 March 2018 the trustees loaned £9,000 to the company, this remains within other creditors as at 31 March 2025.

There were no Trustee's expenses paid in the year (shown in note 6) and no other related party transactions occurred for the year ended 31 March 2025. There were no Trustee's expenses paid for the year ended 31 March 2025.

Key management personnel consists of the trustees only, whose remuneration is shown within note 6.

17. Ultimate controlling party

The charity was under the control of the Board of Trustees in the current and previous year.

18. Share capital

The company is limited by guarantee of its members and does not have any share capital. In the event the company is wound up, the members who are also the trustees, have a liability in respect of the guarantee, limited to £1 per member.

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales - Charity number 1081699

Accounts

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 March 2024
for
LONGBRIDGE CHILDCARE STRATEGY GROUP

Cooper Parry Advisory Limited
CUBO Birmingham
4th Floor
Two Chamberlain Square
Birmingham
West Midlands
B3 3AX

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for the year ended 31 March 2024

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LONGBRIDGE CHILDCARE STRATEGY GROUP

Reference and Administrative Details
for the year ended 31 March 2024

Trustees	S Murray M Short (Chair) C J Atterbury (appointed 24/10/2023) L Haines (resigned 2/6/2023) G J Handley (resigned 5/8/2023) M Naidoo (resigned 19/7/2023) C M West (resigned 23/10/2023) L Williams (appointed 17/11/2023) R L Collins (appointed 4/7/2024)
Registered office	Hollymoor Centre 8 Manor Park Grove Northfield Birmingham West Midlands B31 5ER
Registered company number	03719730 (England and Wales)
Registered charity number	1081699
Independent examiner	Cooper Parry Advisory Limited CUBO Birmingham 4th Floor Two Chamberlain Square Birmingham West Midlands B3 3AX

Report of the Trustees
for the year ended 31 March 2024

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, governance and management

Longbridge Childcare Strategy Group is a company limited by guarantee (company number 03719730) which was incorporated on 25 February 1999 and achieved charitable status on 21 July 2000 (number 1081699). It is governed by its Memorandum and Articles of Association dated 25 February 1999, as amended by special resolution on 13 December 1999.

The Trustees who held office during the year and to the date of this report are as follows:

S Murray	Appointed 02 December 2021	
M Short	Appointed 02 December 2021	
C West	Appointed 28 July 2022	Resigned 23 October 2023
G Handley	Appointed 09 January 2023	Resigned 05 August 2023
M Naidoo	Appointed 18 January 2023	Resigned 19 July 2023
L Haines	Appointed 16 January 2023	Resigned 02 June 2023
L Williams	Appointed 17 November 2023	
C J Atterbury	Appointed 24 October 2023	
R L Collins	Appointed 4 July 2024	

Report of the Trustees
for the year ended 31 March 2024

Objectives and activities

Objectives and aims

Recruitment and appointment of new Trustees

Recruitment of Trustees has been particularly successful this year and we have recruited three additional board members from a variety of professional backgrounds to reflect the needs of the charity. Having secured additional board members.

The current Trustees are full time professionals, some of whom have experience within the childcare field.

We continually encourage parents and individuals to become members of the committee, specifying the roles and responsibilities required for the provision. This is undertaken via an interview with the panel, committing to a minimum of four meetings per year and completing a DBS check.

Principal activity

The principal activity of the company continues to be the provision of quality, affordable childcare facilities and training for those supplying care services. The welfare and development of the children is paramount within all of our activities, particularly at this time.

Longbridge Childcare Strategy Group is a charity established in 1991, to be effective in Birmingham with particular reference to the Longbridge Area and its environs (the Area of Benefit).

"To advance the education and development of young children within Longbridge in particular by the provision of a comprehensive childcare service offering facilities for safe and satisfying play and to provide or to arrange for the provision of such ancillary facilities and activities which are considered necessary or desirable for the fulfilment of the objects."

The Charity includes the following powers exercisable in furtherance of the said Objects, but not otherwise;

1. To advance, whether by training or otherwise, the knowledge and professional skills of those resident in the Area of Benefit and concerned with the provision of childcare.
2. To provide practical help within the Centre services, including; advice, assistance, service, support, advocacy and information to meet the needs of those caring for children and to liaise with external bodies concerned with the matters of childcare.
3. To promote, provide and carry on or assist in the promotion, provision and carrying on of facilities of any kind pursuant to the objects and to arrange and hold meetings, conferences and lectures.

Activities April 2023 - March 2024

2023 - 2024 has been an eventful year for Longbridge Childcare Strategy Group, continuing our dedication to providing high-quality child care and support for vulnerable children and their families in the South of Birmingham. This report reflects the achievements, challenges, and milestones over the past year, as we continue to work towards creating a nurturing and safe environment for every child in our care.

Our mission at Longbridge Childcare Strategy Group is to put 'Children First' by ensuring that every child has access to affordable, high-quality childcare, and to support their development emotionally, socially, and academically. At our 3 childcare settings Alphabets @ Hollymoor, Alphabets @ Hollyhill and Alphabets @ Cofton, we envision a world where every child, regardless of background, can grow in a caring and supportive environment that fosters their full potential.

Alphabets @ Holly Hill Nursery has a Good grade from Ofsted. The nursery is due to move into the main Frankley Plus Children's Centre building in April 2024 to continue being able to provide a stable and secure environment for the children and families in the area. Following the lease agreement with our current building not being renewed.

Alphabets @ Cofton has a Good grade from Ofsted. This provision is an Out of School club and Pre-School. Providing before and after school care and holiday playscheme services which has continued to be popular with children and families attending the adjoining primary school.

Alphabets @ Hollymoor gained a Good grade from Ofsted. continues to operate in the Hollymoor Centre. Working in partnership with other childcare professionals and the local children's centres, to meet each child's individual needs.

Key Achievements in 2023 - 2024

Growth in Reach: This year, we expanded our reach to serve more children and families than in previous years.

Report of the Trustees
for the year ended 31 March 2024

Early Childhood Development: The children that left our settings in July 2023 to go on to Primary Schools made positive steps towards securing the Early Years Foundation Stage early learning goals. Our children showed improved cognitive and social skills, preparing them for a strong start in school.

Training: We provided training for our staff team. This included First Aid, Safeguarding, Food Safety, Apprenticeship Schemes supporting 5 new workers into the childcare workforce.

Nutritional Programs: With support of the Winter Food Aid, we ensured that 100% of the children using our childcare services received nutritious snacks and meals, contributing to better health and well-being. A series of food hampers were also sent with the parents / carers to help support the continual issue of low income families and the continual struggle of child poverty.

Support for Children with Special Educational Needs: Our settings identified a significant amount of children within our care as having additional needs. These children were supported with a host of interventions to help them navigate their early years experiences. This included targeted small group or 1-2-1 sessions to support listening and attention, speech and language development, behaviour management strategies and emotional wellbeing. These interventions were able to be implemented by the successful attainment of ISEY funding. This year we have had several successful ISEY funding claims.

Partnerships: We continue to partner with Cofton Primary School to offer breakfast club and after school club care to 45 children per week. We also continue to partner with Holly Hill School to provide breakfast club provision to 10 children per morning. We also worked in conjunction to provide a wrap around service to the children that attended Holly Hill nursery.

Restructuring of Management: In August 2023 the Project Manager's job role changed with a focus on bid writing becoming their primary focus and developing into a fully remote position.

The Finance & Operations Manager's role was tailored to her specific areas of expertise and focusing on the development of the Hollymoor Centre within the local community, as a hub for community projects.

In November 2023 the recruitment of the Area Manager took place in which their role would be to oversee the day to day running of the childcare settings supporting the setting based Managers.

Challenges and Learnings

Funding Constraints

The children that attend our settings are primarily funded by the Early Education Funding entitlement which was increased, but unfortunately not at the rate in which the National Minimum Wage was increased. Therefore this prompted us to strengthen our fundraising strategies and strengthen the need to call on the expertise of the project manager as the bid writer.

Staffing Shortages

The childcare sector still continues to face staff shortages. To help counteract this we have worked in partnerships with local colleges to provide their students with quality placements and therefore in turn helping us to recruit more qualified staff.

Impact of Economic Conditions

Inflation and increased living costs affected both our families and operational expenses.

Future Goals

Expansion Plans

- Now with the expansion of the Early Education Entitlement for 9 month old funding coming into place from September 2024, we are going to expand by opening a new baby room within Alphabets @ Hollymoor nursery, aiming to increase the number of children we currently care for by another 6 places being created.
- Extend the age range that can be cared for at Alphabets @ Cofton to incorporate being able to look after children from the age of 2 years.
- Implementation of a nursery management app to help streamline processes within the nurseries.

Strengthening Partnerships

- Build stronger relationships with local businesses and schools encouraging the usage of our nurseries by its stakeholders and their linked parents / carers.
- Continue to engage the community with fundraising events and volunteer opportunities.

Report of the Trustees
for the year ended 31 March 2024

Central Office - Negotiations regarding the Lease for the building were unresolved during this period and will now continue as a priority for the next year. The condition of the building remains stable, LCSG has continued to complete emergency repairs as and when needed.

The centre has continued to see an increased uptake in community events to include crafts, exercise classes, meeting place for the over 50's and a space for new mothers. We have identified the need for further grants and bids to maintain the building in regard to the roof, heating and promoting a more energy efficient centre. We will be prioritising these actions over the next 2 years.

Management

The Board continued to work with staff throughout the year to investigate potential changes which could benefit the organisation. Through consultation, priority was placed on building a larger Board which reflects the community and holds specialisms which can support the development and growth of LCSG.

LCSG Priorities for this year were;

- To monitor and evaluate the services we provide on a regular basis in order to maximise the benefits we provide to the individual children and young people in our care, their families and the local community.
- To develop a whole family approach identifying services and funding opportunities which will support the needs of the community.
- To maintain the 'Good' quality of childcare services as graded by Ofsted.
- To market LCSG services widely across the local areas.
- To monitor Running Costs and Funding/Income opportunities to maintain sustainability.
- To improve and upgrade our IT facilities and online presence. Offer training and support for the team based on their individual skills.

This Report has shown that we continue to maintain quality services and support children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

Public benefit statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Report of the Trustees
for the year ended 31 March 2024

Objectives and activities

Social Impact Report April 2023 - March 2024

During this year LCSG has provided quality childcare and family support for families including disadvantaged children needing special educational needs and safeguarding support, young adults, women, men, senior members of the community and single parents. Access to these services has been a powerful tool in addressing the effects from social disadvantage brought about by poor housing and living in areas of poverty. We continue to work with those in our community who are isolated and vulnerable; this is typically those on the lowest incomes. By offering welfare support to the most in need, quality childcare and family support has enabled individuals to access work or training courses, increase their hours or take on new opportunities. This has helped them to move out of poverty, improve their lives and enhance their children's long-term life chances.

LCSG have been active in Birmingham with a primary focus on Northfield West Heath and Frankly Great Park which the Birmingham Indices of deprivation 2019 ranked as among the 10% most deprived areas nationally. The wards are faced with a growing number of families living in poverty due to the cost-of-living crisis. We engage with these hard-to-reach families and individuals offering a fun, safe but stimulating environment along with a programme of activities designed to foster a sense of community and wellbeing.

LCSG has given extra social support to over 320 local families throughout the year. Our records show that 79% of the children attracted Pupil Premium and or Deprivation funding this rises to 90% in Frankley. 913 people have accessed support through our community centre and out of term social activities and projects. (1,268 people each year face to face in total) Birmingham City Council continues to recognise the centre as a 'warm welcome' venue. In addition to this we have provided hampers and support packs which include online support to 4,000 families receiving benefit support or have additional needs.

LCSG continues to assess and support the children who come into our care. Communication remains a major concern especially for children who have English as an additional language. Using communication assessment strategies and tools we work in partnership with the parents to identify the child's communication needs and put an early intervention plan into place. This is a service made available for every child. The children and young people we have supported for the last 2 years have included those who have experienced trauma (they may be having counselling or play therapy). Children and young people with a Health Care Action Plan. Looked after children and young people, Children, and young people from prisoner families. Children and young people with parents/carers or a sibling who suffers from health problems or a disability which impact on the child's quality of life. (This can include mental health), children and young people with parents/carers who are rehabilitating from an addiction. The numbers of children with extended needs (SEND) have dramatically increased. The areas of concern include difficulties hearing, mild to moderate learning disability, developmental disability i.e., autism or autism spectrum disorder. Parents are increasingly asking for support in managing their child's behaviour.

LCSG employs thirty employees on a range of employment contracts which include full time, part time and term time only. We work in partnership with the Birmingham Playcare Network (BPCN) who run a scrap store from our centre which recycles donations from individuals and businesses throughout Birmingham they employ eight part-time staff and fifty volunteers. BPCN also facilitates short courses and projects from the Hollymoor Centre. These projects are aimed at addressing a social need which brings in vulnerable people. They hold a biweekly craft group for people over 50 years old and a mother and baby club supporting young mums. Four hundred people visit ScrapStore each month 4,800 each year. We have a scout group and a dance academy group. We also have a school onsite called Flexible Learning which is for children who find attending mainstream education a challenge. Each of the occupants of the Hollymoor Centre refer individuals and groups to LCSG. We work together to offer the best help and support. In total over 12,342 people in the community benefited from our combined services. This partnership has enhanced our connection with families in the local community and strengthened the support we are able to give, we have found that we are able to attract a larger number of families who would have been harder to reach out to. By bringing them into our community we can work in partnership with other professionals and services to make a real change to their lives. An example of the professionals we work with are Health Visitors, Social Workers, Police, Health Care Professionals, teachers, and housing organisations. We also work in partnership with the Children's Centres, Special Educational Needs co-ordinators and Speech and Language Therapists. In addition, we support parents back into training by providing flexible childcare packages in partnership with the colleges.

LCSG employees are childcare practitioners who are experienced in connecting with and supporting people who are vulnerable and who often find it hard to trust anybody. Forming a partnership with them in support of their children helps to build a bond of trust. The parents/carers are grateful to have the opportunity to talk their problems through with the child's key person. The key person will then signpost them or help them find the help available. The key people have an extensive training program available to them which includes training in managing trauma, mental health first aid, drug and alcohol rehabilitation, domestic violence, and a range of safeguarding courses. This is to provide the socially supported families with the highest quality of care and advice available.

Report of the Trustees
for the year ended 31 March 2024

Objectives and activities

During the summer LCSG were able to capitalise on the new team of Playworkers who were employed last year. This included the development of a team of seven young adults aged between 16 to 18 years old who were very enthusiastic and committed to providing a summer scheme full of fun and friendship for the young children in their care. These young people gained valuable work experience, made new friends, and had a valuable experience of employment and managing their own money.

Safeguarding and promoting the welfare of children remain to be an integral factor in all LCSG's management procedures. This commitment is deeply embedded in the general ethos of LCSG who aim to continue to foster a culture of vigilance and care. The number of qualified Designated Safeguarding Leads has increased to give the team the skills and confidence to act appropriately and with confidence when they need to. LCSG's induction pack has also been revised to strengthen new employee's knowledge and understanding of what is expected from them as a member of the team. The members of the group have all continued to adhere to government guidelines but share this responsibility as a team. The care and wellbeing of individuals remains our top priority.

Report of the Trustees
for the year ended 31 March 2024

Financial review

Financial position

The financial review of the year to 31st March 2024 shows the charity has faced challenges, as in the previous year, it's been somewhat of a concern for the industry as a whole. Due to the Early Years recruitment crisis we have found it increasingly difficult to recruit in order to expand on numbers.

Our focus was to increase uptake within each of the settings, to plan an attractive advertising strategy in order for the Centre to become more known and to alleviate any financial strains that were not needed within the charity. This has been somewhat successful, we have seen a significant increase at Alphabets@Cofton. The managers are using a variety of methods in order to attract new clients and the centre is receiving more traction.

Funded rates provided by the Government have always been significantly lower than needed, however consultations during this year provided positive news that the age in which children receive funding would be lowered, hours extended to 30 and a rise in the funding rates. This will have a positive impact on the 24/25 accounts.

During this time, we looked at ways in which we could save money in all areas, as some employees moved on to new ventures, roles were able to be dissolved amongst the team. Managers were given more insight into budgets and more training was provided, this helped to identify trigger points within the budgets and where money was being spent. Increased costs with the food and utilities have been the biggest challenge and managers have been encouraged to research cheaper alternatives.

At the Directors meeting in February 2023 a 2% wage rise was agreed for deputy managers and managers, with a 1% increase for all other roles however this did not include the 5.8% increase due to the NMW rises.

EEE Funding rates were again released late into the month. The formula had been written for the next 3 financial years which would be looked at every 12 months. This has since been reviewed to incorporate the new childcare options from 9 months old.

After the success we had previously had with the HAF programme and the uptake for childcare provision out of term on a downturn, it was decided that if possible to attract new opportunities and bids in regard to offering a completely free service, to not only allow us to keep in consistent contact with our vulnerable families but to also take the strain financially off our service users. A National grid bid was granted at £8852 and a Winter food aid grant of £5000 where we were able to provide exciting opportunities for the families in the local area to come together and for us to provide a safe, warm and welcoming environment. We were able to provide a food parcel for each family registered with us to include a healthy balanced meal and recipe ideas. This supported the children's welfare out of term when the families were facing the most challenging times due to the cost of living.

The HAF Programme continued throughout 23/24 for 24 sessions over the academic year, this is now offered in all 3 settings bringing in over £19,000 of support for our most vulnerable children.

We continued to operate within our aims of training, and we offered employees a chance to upskill within Early years leadership, with this the government gave an incentive payment of £800 per employee.

We have continued to use The Hollymoor site in connection with BPCN for a series of group gatherings including Create and Craft fairs, group gatherings and training, generating more footfall to the area and subsequently more recognition in the area. This resulted in many of the rooms that were vacant being booked within the day which was another area we have tapped into to secure consistent income into the charity. We are seeing a year on year growth within the centre income due to word of mouth from the service users. We will continue to advertise any gaps within the day to ensure we have consistent bookings within the building.

In conclusion the settings have shown a decreased uptake in paid childcare places with fees at all 3 sites lower than the previous year, however we have also seen an increase of funded support at all 3 sites compared to the previous year. This is welcome news to the charity, however as we are governed by the rates and cannot charge top up fees we have very tight margins as we see more and more children accessing the funded support and not the paid services.

key triggers are still the out of core hours (before 9am and after 3pm) We are hoping the introduction of the funded package to support working parents up to 30 hours per week from September 2025 will alleviate these hours.

Managers are now covering parts of the ratio without the additional need to pay for staff. Managers have a clear understanding of the required numbers of children needed in order to break even per hour. This is set out each year at the AGM. We have also introduced a more robust system in order to attract more funding opportunities for the charity and now have a dedicated person to write and submit grants and bids to attract the additional income the charity needs.

We have again seen an increase year on year in regard to increased salary costs, we also received more historical debts that were not previously reported in regard to ongoing negotiations with BCC about service charges. It is noted that the rent has significantly increased at 2 of the sites, with a payment plan set over the next 12 months for 1 of the sites.

Our main concerns are the large year on year increases in National Minimum Wage, rising food and resources costs, rising utility costs to include internet and telephone, repayment of historical debts and preparing for the new government incentives of offering childcare options to children from the age of 9 months.

Report of the Trustees
for the year ended 31 March 2024

Due to the recruitment crisis within the sector, it will be imperative to have an attractive package to recruit and retain employees within this new challenge we are about to face.

Reserves policy

Given the current net liabilities position, the reserves policy of the company is under review. The short-term priority is to eliminate the net liabilities. In the medium term, the trustees intend to agree a policy for maintaining unrestricted funds which will balance the group's day to day cash flow needs, while allowing for suitable investment in staff and resources which will benefit the group in the longer term.

Funds in deficit

The financial statements show a deficit in total funds of £79,800 as at 31 March 2024 (2023 - deficit of £57,548).

Going concern

The Trustees have considered a period of at least 12 months from the date of approval of these financial statements and consider that the charity will be able to continue to attract sufficient funding and manage its expenditure levels accordingly. The Group has access to a £10,000 overdraft facility that was renewed in December 2022 for a further 12 months. As such, the Trustees are content that the accounts can be prepared on the going concern basis.

Structure, governance and management

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report 21 November 2024 and signed on its behalf by:



M Short - Trustee

Independent examiner's report to the trustees of Longbridge Childcare Strategy Group ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



James Howard ACCA
The Institute of Chartered Accountants in England and Wales

Cooper Parry Advisory Limited
CUBO Birmingham
4th Floor
Two Chamberlain Square
Birmingham
West Midlands
B3 3AX

21 November 2024

Statement of Financial Activities
for the year ended 31 March 2024

		Unrestricted fund £	Restricted fund £	2024 Total funds £	2023 Total funds £
	Notes				
Income and endowments from					
Donations and legacies	2	-	15	15	16
Charitable activities	3				
Charitable activities					
		533,504	-	533,504	477,064
Total		533,504	15	533,519	477,080
Expenditure on					
Charitable activities	4				
Charitable activities					
		-	-	-	181
Wages and National Insurance		420,398	-	420,398	396,740
Consumables and staff expenses		22,858	-	22,858	19,702
Repairs, research and maintenance		8,504	-	8,504	8,670
Rent, rates, heat and light		64,774	-	64,774	47,917
Bank and professional charges		978	-	978	306
Telephone, stationery & advertising		9,593	-	9,593	8,733
Sundry expenses		3,482	-	3,482	4,318
Other grant expenditure		20,269	-	20,269	11,173
Motor Vehicles Expenses		174	-	174	481
Other		4,726	15	4,741	4,723
Total		555,756	15	555,771	502,944
NET INCOME/(EXPENDITURE)		(22,252)	-	(22,252)	(25,864)
Reconciliation of funds					
Total funds brought forward		(59,133)	1,585	(57,548)	(31,684)
Total funds carried forward		(81,385)	1,585	(79,800)	(57,548)

Continuing operations

All income and expenditure has arisen from continuing activities.

Balance Sheet
31 March 2024

	Notes	Unrestricted fund £	Restricted fund £	2024 Total funds £	2023 Total funds £
Fixed assets					
Tangible assets	10	12,854	-	12,854	15,774
Current assets					
Debtors	11	6,620	-	6,620	5,411
Cash at bank and in hand		17,721	1,585	19,306	28,881
		<u>24,341</u>	<u>1,585</u>	<u>25,926</u>	<u>34,292</u>
Creditors					
Amounts falling due within one year	12	(118,580)	-	(118,580)	(107,614)
Net current assets/(liabilities)		<u>(94,239)</u>	<u>1,585</u>	<u>(92,654)</u>	<u>(73,322)</u>
Total assets less current liabilities		<u>(81,385)</u>	<u>1,585</u>	<u>(79,800)</u>	<u>(57,548)</u>
NET ASSETS/(LIABILITIES)		<u>(81,385)</u>	<u>1,585</u>	<u>(79,800)</u>	<u>(57,548)</u>
Funds	13				
Unrestricted funds				(81,385)	(59,133)
Restricted funds				1,585	1,585
Total funds				<u>(79,800)</u>	<u>(57,548)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 21 November 2024 and were signed on its behalf by:



M Short - Trustee

LONGBRIDGE CHILDCARE STRATEGY GROUP

Cash Flow Statement
for the year ended 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(7,755)</u>	<u>3,462</u>
Net cash (used in)/provided by operating activities		<u>(7,755)</u>	<u>3,462</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(1,820)</u>	<u>(1,703)</u>
Net cash used in investing activities		<u>(1,820)</u>	<u>(1,703)</u>
Change in cash and cash equivalents in the reporting period		<u>(9,575)</u>	<u>1,759</u>
Cash and cash equivalents at the beginning of the reporting period		<u>28,881</u>	<u>27,122</u>
Cash and cash equivalents at the end of the reporting period		<u>19,306</u>	<u>28,881</u>

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the year ended 31 March 2024

1. Reconciliation of net expenditure to net cash flow from operating activities

	2024 £	2023 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(22,252)	(25,864)
Adjustments for:		
Depreciation charges	4,740	4,723
Increase in debtors	(1,209)	(1,641)
Increase in creditors	10,966	26,244
Net cash (used in)/provided by operations	(7,755)	3,462

2. Analysis of changes in net funds

	At 1/4/23 £	Cash flow £	At 31/3/24 £
Net cash			
Cash at bank and in hand	28,881	(9,575)	19,306
	28,881	(9,575)	19,306
Total	28,881	(9,575)	19,306

Notes to the Financial Statements
for the year ended 31 March 2024

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy trust to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Charitable activities

Costs of charitable activities are incurred on the charity's childcare operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Tangible fixed assets

All fixed assets are initially recognised at cost.

Depreciation

Depreciation of fixed assets is calculated to write off their cost of valuation less any residual value over their estimated useful lives as follows:

Improvements to leasehold property	- 20% p.a. straight line basis
Office equipment	- 15% p.a. reducing balance
Fixture and fittings	- 25% p.a. reducing balance
Computer equipment	- 25% p.a. reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Notes to the Financial Statements - continued
for the year ended 31 March 2024

1. Accounting policies - continued

Fund accounting

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

2. Donations and legacies

Grants Received

	2024	2023
Restricted	£	£
Bournville College	-	18
	-	18
Unrestricted	£	£
	-	-
	-	-
Total	-	18

3. Income from charitable activities

Charitable activities

	2024	2023
Childcare services	£	£
Centre income	58,274	62,060
Nursery fees - government funded	470,027	408,939
Government support grants	5,200	6,063
	533,501	477,062

Notes to the Financial Statements - continued
for the year ended 31 March 2024

4. Resources expended

	2024 £		2023 £	
	Unrestricted fund	Restricted fund	Unrestricted fund	Restricted fund
Wages and national insurance	413,593	-	396,740	-
Accountancy and independent examination	6,193	-	2,486	-
Bank and professional charges	318	-	306	-
Consumables and staff expenses	34,027	-	21,040	-
Insurance	9,139	-	8,210	-
Depreciation	4,726	15	1,285	18
Pensions	6,805	-	6,358	-
Rent, rates, heat and light	64,774	-	47,917	-
Repairs, research and maintenance	6,588	-	8,851	-
Telephone, stationary and advertising	9,593	-	8,733	-
Bad debt write off	-	-	1,000	-
	<u>555,756</u>	<u>15</u>	<u>502,926</u>	<u>18</u>

5. Support costs

	Finance	Governance costs	Totals
	£	£	£
Bank and professional charges	318	660	978
Other grant expenditure	-	5,533	5,533
	<u>318</u>	<u>6,193</u>	<u>6,511</u>

6. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2024 £	2023 £
Independent examiners' fees	5,533	4,723
Depreciation - owned assets	4,740	1,303

7. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees expenses paid in the year

Notes to the Financial Statements - continued
for the year ended 31 March 2024

8. Staff costs

	2024 £	2023 £
Wages and salaries	413,593	390,382
Other pension costs	6,805	6,358
	<u>420,398</u>	<u>396,740</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Administrative staff	<u>28</u>	<u>30</u>

No employees received emoluments in excess of £60,000.

9. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	Total funds £
Income and endowments from			
Donations and legacies	(2)	18	16
Charitable activities			
Charitable activities			
	477,064	-	477,064
Total	<u>477,062</u>	<u>18</u>	<u>477,080</u>
Expenditure on			
Charitable activities			
Charitable activities			
	181	-	181
Wages and National Insurance	396,740	-	396,740
Consumables and staff expenses	19,702	-	19,702
Repairs, research and maintenance	8,670	-	8,670
Rent, rates, heat and light	47,917	-	47,917
Bank and professional charges	306	-	306
Telephone, stationery & advertising	8,733	-	8,733
Sundry expenses	4,318	-	4,318
Other grant expenditure	11,173	-	11,173
Motor Vehicles Expenses	481	-	481
Other	4,705	18	4,723
Total	<u>502,926</u>	<u>18</u>	<u>502,944</u>
NET INCOME/(EXPENDITURE)	(25,864)	-	(25,864)
Reconciliation of funds			
Total funds brought forward	(33,269)	1,585	(31,684)
Total funds carried forward	<u>(59,133)</u>	<u>1,585</u>	<u>(57,548)</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2024

10. Tangible fixed assets

	Improvements to property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Totals £
Cost					
At 1 April 2023	120,994	21,898	57,132	17,875	217,899
Additions	-	1,135	-	685	1,820
At 31 March 2024	120,994	23,033	57,132	18,560	219,719
Depreciation					
At 1 April 2023	110,734	18,486	56,954	15,951	202,125
Charge for year	3,420	682	44	594	4,740
At 31 March 2024	114,154	19,168	56,998	16,545	206,865
Net book value					
At 31 March 2024	6,840	3,865	134	2,015	12,854
At 31 March 2023	10,260	3,412	178	1,924	15,774

Fixed assets, included in the above, which are held under hire purchase contracts or finance leases are as follows:

	Improvements to property £
Cost	
At 1 April 2023 and 31 March 2024	38,825
Depreciation	
At 1 April 2023	28,565
Charge for year	3,420
At 31 March 2024	31,985
Net book value	
At 31 March 2024	6,840
At 31 March 2023	10,260

11. Debtors: amounts falling due within one year

	2024 £	2023 £
Trade debtors	6,620	5,411

Notes to the Financial Statements - continued
for the year ended 31 March 2024

12. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	9,826	5,103
Social security and other taxes	60,074	54,741
Other creditors	11,024	11,000
Deferred income	114	129
Accrued expenses	37,542	36,641
	<u>118,580</u>	<u>107,614</u>

13. Movement in funds

	At 1/4/23	Net movement in funds	At 31/3/24
	£	£	£
Unrestricted funds			
General fund	(59,133)	(22,252)	(81,385)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(57,548)</u>	<u>(22,252)</u>	<u>(79,800)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	533,504	(555,756)	(22,252)
Restricted funds			
Restricted general fund	15	(15)	-
TOTAL FUNDS	<u>533,519</u>	<u>(555,771)</u>	<u>(22,252)</u>

Comparatives for movement in funds

	At 1/4/22	Net movement in funds	At 31/3/23
	£	£	£
Unrestricted funds			
General fund	(33,269)	(25,864)	(59,133)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(31,684)</u>	<u>(25,864)</u>	<u>(57,548)</u>

Notes to the Financial Statements - continued
for the year ended 31 March 2024

13. Movement in funds - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	477,062	(502,926)	(25,864)
Restricted funds			
Restricted general fund	18	(18)	-
TOTAL FUNDS	<u>477,080</u>	<u>(502,944)</u>	<u>(25,864)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/22 £	Net movement in funds £	At 31/3/24 £
Unrestricted funds			
General fund	(33,269)	(48,116)	(81,385)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(31,684)</u>	<u>(48,116)</u>	<u>(79,800)</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,010,566	(1,058,682)	(48,116)
Restricted funds			
Restricted general fund	33	(33)	-
TOTAL FUNDS	<u>1,010,599</u>	<u>(1,058,715)</u>	<u>(48,116)</u>

14. Related party disclosures

During the year ended 31 March 2018 the trustees loaned £9,000 to the company, this remains within other creditors as at 31 March 2024.

There were no Trustee's expenses paid in the year (shown in note 6) and no other related party transactions occurred for the year ended 31 March 2024. There were no Trustee's expenses paid for the year ended 31 March 2024.

Key management personnel consists of the trustees only, whose remuneration is shown within note 6.

15. Ultimate controlling party

The charity was under the control of the Board of Trustees in the current and previous year.

16. Share capital

The company is limited by guarantee of its members and does not have any share capital. In the event the company is wound up, the members who are also the trustees, have a liability in respect of the guarantee, limited to £1 per member.

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales - Charity number 1081699

Accounts

REGISTERED COMPANY NUMBER: 03719730 (England and Wales)
REGISTERED CHARITY NUMBER: 1081699

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 March 2023
for
LONGBRIDGE CHILDCARE STRATEGY GROUP

Cooper Parry Advisory Limited
CUBO Birmingham
Office 401, 4th Floor
Birmingham
West Midlands
B3 3AX

LONGBRIDGE CHILDCARE STRATEGY GROUP

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for the year ended 31 March 2023

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LONGBRIDGE CHILDCARE STRATEGY GROUP

Reference and Administrative Details
for the year ended 31 March 2023

Trustees	M Short (Chair) S Murray C J Atterbury L Williams
Registered office	Hollymoor Centre 8 Manor Park Grove Northfield Birmingham West Midlands B31 5ER
Registered company number	03719730 (England and Wales)
Registered charity number	1081699
Independent examiner	Cooper Parry Advisory Limited CUBO Birmingham Office 401, 4th Floor Birmingham West Midlands B3 3AX

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2023

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, governance and management

Longbridge Childcare Strategy Group is a company limited by guarantee (company number 03719370) which was incorporated on 25 February 1999 and achieved charitable status on 21 July 2000 (number 1081699). It is governed by its Memorandum and Articles of Association dated 25 February 1999, as amended by special resolution on 13 December 1999.

The Trustees who held office during the year and to the date of this report are as follows:

S Murray	Appointed 02 December 2021
M Short	Appointed 02 December 2021
L Williams	Appointed 17 November 2023
C J Atterbury	Appointed 24 October 2023

Other changes in Trustees during the year and to the date of this report are as follows:

S Ford	Resigned 31 July 2022
G J Handley	Resigned 5 August 2023
M Naidoo	Resigned 19 July 2023
C M West	Resigned 23 October 2023
L Haines	Resigned 2 June 2023

Recruitment and appointment of new Trustees

Recruitment of Trustees has been particularly successful this year and we have recruited additional board members from a variety of professional backgrounds to reflect the needs of the charity. However, having secured additional board members, a number of trustees resigned from their positions during the year and to the date of this report.

Objectives and activities

Principal activity

The principal activity of the company continues to be the provision of quality, affordable childcare facilities and training for those supplying care services. The welfare and development of the children is paramount within all of our activities, particularly at this time.

Longbridge Childcare Strategy Group is a charity established in 1991, to be effective in Birmingham with particular reference to the Longbridge Area and its environs (the Area of Benefit).

"To advance the education and development of young children within Longbridge in particular by the provision of a comprehensive childcare service offering facilities for safe and satisfying play and to provide or to arrange for the provision of such ancillary facilities and activities which are considered necessary or desirable for the fulfilment of the objects."

The Charity includes the following powers exercisable in furtherance of the said Objects, but not otherwise;

1. To advance, whether by training or otherwise, the knowledge and professional skills of those resident in the Area of Benefit and concerned with the provision of childcare.
2. To provide practical help within the Centre services, including; advice, assistance, service, support, advocacy and information to meet the needs of those caring for children and to liaise with external bodies concerned with the matters of childcare.
3. To promote, provide and carry on or assist in the promotion, provision and carrying on of facilities of any kind pursuant to the objects and to arrange and hold meetings, conferences and lectures.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2023

Objectives and activities (continued)

Activities April 2022-March 2023

Throughout the year LCSG continued to operate the following groups:

Alphabets @ Holly Hill Nursery gained a Good grade from Ofsted. The nursery continues to operate in the main nursery building and within the Children Centre. The nursery works closely with Frankley Plus Children's Centre to provide a stable and secure environment for the children and families in the area.

Alphabets @ Cofton has a Good grade from Ofsted. This provision is an Out of School club and Pre-School. The Before & After school and Holiday Playscheme services continued to be popular with children and families attending the adjoining primary school.

Alphabets @ Hollymoor gained a Good grade from Ofsted. continues to operate in the Hollymoor Centre. Working in partnership with other childcare professionals and the local children's centres, the children and young people of the nursery work hard to access a package of care in line with their individual needs. One of the most difficult aspects has been the need to use electronic devices and social media/Wi-Fi. As a charity we have found it difficult to maintain the quantity and quality of these systems. We identified this as a priority last year. This work is ongoing.

Central Office - - Negotiations regarding the Lease for the building were unresolved during this period and will now continue as a priority for the next year. The condition of the building remains stable, LCSG has continued to complete emergency repairs.

Social Impact Report April 2022 – March 2023

While access to childcare is important for all families, it is particularly crucial for those on the lowest incomes, the most disadvantaged children, women, and single-parent families. Childcare enables people to work; increase their hours or take on new opportunities; move out of poverty and improve families' and children's long-term life chances. LCSG have been active in Northfield West Heath and Frankly Great Park Parts some of the core areas are designated as areas of poverty. We engage with the hard-to-reach families offering a fun, safe but stimulating environment and programme of activities which will help to combat the continued negative and damaging influences of the Coronavirus pandemic and other traumatic experiences.

LCSG has given extra social support to over 320 local families throughout the year. Our records show that 79% of the children attracted Pupil Premium and or Deprivation funding this rises to 90% in Frankley. 913 people have accessed support through our community centre and out of term social activities and projects. (1,268 people each year face to face in total) which has included Birmingham City Council recognising the centre as a 'warm welcome' venue. In addition to this we have provided hampers and support packs which include online support to 4,000 families receiving benefit support or have additional needs. A high percentage of our children are families living in poverty with either no employed income or exceptionally low pay.

LCSG continues to assess and support the children who come into our care. Communication remains a major concern especially for children who have English as an additional language. Using communication assessment strategies and tools we work in partnership with the parents to identify the child's communication needs and put an early intervention plan into place. This is a service made available for every child. The children and young people we have supported this year have included those who have experienced trauma (they may be having counselling or play therapy). Children and young people with a Health Care Action Plan. Looked after children and young people, Children, and young people from prisoner families. Children and young people with parents/carer or a sibling who suffers from health problems or a disability which impact on the child's quality of life. (This can include mental health), children and young people with parents/carers who are rehabilitating from an addiction. The numbers of children with extended needs (SEND) have dramatically increased. The areas of concern include difficulties hearing, mild to moderate learning disability, developmental disability i.e., autism or autism spectrum disorder. Parents are increasingly asking for support in managing their child's behaviour.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2023

Objectives and activities (continued)

Longbridge Childcare Strategy Group (LCSG) employs thirty employees on a range of employment contracts which include full time, part time and term time only. We work in partnership with the Birmingham Playcare Network (BPCN) who run a scrape store from our centre which recycles donations from individuals and businesses throughout Birmingham they employ eight part-time staff and fifty volunteers. BPCN also facilitates short courses and projects from the Hollymoor Centre. These projects are aimed at addressing a social need which brings in vulnerable people. They hold a biweekly craft group for people over 50 years old and a mother and baby club supporting young moms. Four hundred people visit ScrapeStore each month 4,800 each year. Friendship care and housing also benefit from our services offering employing/training to sixteen people and offering care in the community for socially disadvantaged people with learning difficulties. We have a scout group and a dance group. We also have a school onsite called Flexible Learning which is for children who find attending mainstream education a challenge. Each of the occupants of the Hollymoor Centre refer individuals and groups to LCSG. We work together to offer the best help and support. In total over 10,342 people in the community benefited from our combined services. The new intricate way of working with families in the local community, only strengthened the support we were able to give, and we found that we were able to access a larger number of families who would have been harder to reach out to. By bringing them into our community we can work in partnership with other professionals and services to make a real change to their lives. An example of the professionals we work with are Health Visitors, Social Workers, Police, Health Care Professionals, teachers, and housing organisations. We also work in partnership with the Children's Centres, Special Educational Needs co-ordinators and Speech and Language Therapists. In addition, we support parents back into training by providing flexible childcare packages in partnership with the colleges.

LCSG employees are childcare practitioners who are experienced in connecting with and supporting people who are vulnerable and who often find it hard to trust anybody. Forming a partnership with them in support of their children helps to build a bond of trust. The parents/carers are grateful to have the opportunity to talk their problems through with the child's key person. The key person will then signpost them or help them find the help available. The key people have an extensive training program available to them which includes training in managing trauma, mental health first aid, drug and alcohol rehabilitation, domestic violence, and a range of safeguarding courses. This is to provide the socially supported families with the highest quality of care and advice available.

During the summer LCSG were able to capitalise on the new team of Playworkers who were employed last year. This included the development of a team of seven young adults aged between 16 to 18 years old who were very enthusiastic and committed to providing a summer scheme full of fun and friendship for the young children in their care. These young people gained valuable work experience, made new friends, and had a valuable experience of employment and managing their own money.

Safeguarding and promoting the welfare of children remains to be an integral factor in all LCSG's management procedures. Safeguarding cannot be separated from the general ethos of LCSG who aim to continue to create a culture of vigilance and care. The number of qualified Designated Safeguarding Leads has increased to give the team the skills and confidence to act appropriately and with confidence when they need to. LCSG's induction pack has also been revised to strengthen a new employee's knowledge of what is expected from them as a member of the team.

The members of the group have all continued to adhere to government guidelines but share this responsibility as a team. The care and wellbeing of individuals remains a priority as we continue to try to survive the impact the aftermath of Covid is having.

Management

The Board continued to work with staff throughout the year to investigate potential changes which could benefit the organisation. Through consultation, priority was placed on building a larger Board which reflects the community and holds specialisms which can support the development and growth of LCSG.

LCSG Priorities for this year were;

- To monitor and evaluate the services we provide on a regular basis in order to maximise the benefits we provide to the individual children and young people in our care, their families and the local community.
- To develop a whole family approach identifying services and funding opportunities which will support the needs of the community.
- To maintain the 'Good' quality of childcare services as graded by Ofsted.
- To market LCSG services widely across the local areas.
- To monitor Running Costs and Funding/Income opportunities to maintain sustainability.
- To improve and upgrade our IT facilities and online presence. Offer training and support for the team based on their individual skills.

This Report has shown that we continue to maintain quality services and support children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2023

Public benefit statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Financial position

The financial review of the year to 31st March 2023 shows the charity has faced challenges, as in the previous year, it's been somewhat of a concern for the industry as a whole. Our focus was to increase uptake within each of the settings, To plan an attractive advertising strategy in order for the Centre to become more known and to alleviate any financial strains that were not needed within the charity.

During this time, we looked at ways in which we could save money in all areas, as some employees moved on to new ventures, roles were able to be dissolved amongst the team. Managers were given more insight into budgets and more training was provided, this helped to identify trigger points within the budgets and where money was being spent. Increased costs with the food expenses have been the biggest challenge and managers have been encouraged to research cheaper alternatives.

At the Directors meeting in February 2023 a 2% wage rise was agreed for deputy managers and managers, with a 1% increase for all other roles however was a 5.8% increase due to the NMW rises. EEE Funding rates were again released late into the month. The formula had been written for the next 3 financial years which would be looked at every 12 months, the rise in National Minimum Wage, was a cause for concern. After the success we had previously had with the HAF programme and the uptake for childcare provision out of term on a downturn, It was decided that if possible to attract new opportunities and bids in regard to offering a completely free service, to not only allow us to keep in consistent contact with our vulnerable families but to also take the strain financially off our service users. An Awards for all bid was granted at £9350 and a My Food community grant of £500 where we were able to provide exciting opportunities for the families in the local area to come together and for us to provide a safe, warm and welcoming environment, We were able to provide a Christmas dinner and desert to over 45 families and over 151 takeaway breakfast hampers for families that couldn't attend.

Following a successful 2020 and 2021 HAF Programme we decided to continue the project for 24 sessions over the academic year. However the funding rates that we had previously been given had been lowered, this saw a decrease in the places that we could offer. We have been fully booked for all sessions and from this have now offered this into all 3 settings which will be evident in the next financial review. We continued to operate within our aims of training, and we offered employees a chance to upskill within SEND, with this the government gave an incentive payment of £500.

We have continued to use The Hollymoor site in connection with BPCN for a series of group gatherings including Christmas craft fairs, group gatherings and training, generating more footfall to the area and subsequently more recognition in the area. This resulted in many of the rooms that were vacant being booked within the day which was another area we have tapped into to secure consistent income into the charity. We are seeing a year on year growth within the centre income due to word of mouth from the service users. We will continue to advertise any gaps within the day to ensure we have consistent bookings within the building.

As we predicted in the last financial year, the need for additional paid hours, breakfast clubs and out of school clubs has decreased showing a loss on income from the previous year at 2 of the sites. We believe this to be because of parents/carers now having more flexible hybrid contracts within their own employment. The charity relies heavily on Government funding and has been a part of a core group in order for the rates to be highered. We received welcome news that in fact the rates would be increased from September 2023.

In conclusion the settings have shown a decreased uptake in childcare places especially within the September 22 - December 22 Quarter. We have tried to identify key triggers and managers are now covering parts of the ratio without the additional need to pay for staff. Managers have a clear understanding of the required numbers of children needed in order to break even per hour. We have now introduced a more robust system in order to attract more funding opportunities for the charity and now have a dedicated person to write and submit grants and bids to attract the additional income the charity needs. Our main concerns to continue to be sustainable within the next financial year are the large year on year increases in National minimum wage, rising food costs, rising utility costs and preparing for the new government incentives of offering childcare options to children from the age of 9 months. Due to the recruitment crisis within the sector, it will be imperative to have an attractive package to recruit and retain employees within this new challenge we are about to face.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2023

Financial review

Reserves policy

Given the current net liabilities position, the reserves policy of the company is under review. The short-term priority is to eliminate the net liabilities. In the medium term, the trustees intend to agree a policy for maintaining unrestricted funds which will balance the group's day to day cash flow needs, while allowing for suitable investment in staff and resources which will benefit the group in the longer term.

Going concern

The Trustees have considered a period of at least 12 months from the date of approval of these financial statements and consider that the charity will be able to continue to attract sufficient funding and manage its expenditure levels accordingly. The Group has access to a £10,000 overdraft facility that was renewed in December 2022 for a further 12 months. As such, the Trustees are content that the accounts can be prepared on the going concern basis.

Funds in deficit

The financial statements show a deficit in total funds of £57,548 as at 31 March 2023 (2022 – deficit of £31,684).

Structure, governance and management

Recruitment and appointment of new trustees

The current Trustees are full time professionals, some of whom have experience within the childcare field.

We continually encourage parents and individuals to become members of the committee, specifying the roles and responsibilities required for the provision. This is undertaken via an interview with the panel, committing to a minimum of four meetings per year and completing a DBS check.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report
18/12/2023..... and signed on its behalf by:



.....
M Short - Trustee

Independent Examiner's Report to the Trustees of
Longbridge Childcare Strategy Group

Independent examiner's report to the trustees of Longbridge Childcare Strategy Group ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

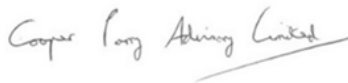
Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



Nichola Venables ACA
The Institute of Chartered Accountants in England and Wales

Cooper Parry Advisory Limited
CUBO Birmingham
Office 401, 4th Floor
Birmingham
West Midlands
B3 3AX

Date: 19/12/2023

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Financial Activities
for the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Income and endowments from					
Donations and legacies	3	-	18	18	23
Charitable activities					
- Childcare services	4	477,062	-	477,062	533,219
- Government grants	4	-	-	-	11,488
Total		477,062	18	477,080	544,730
 Expenditure on					
Charitable activities					
- Childcare services	5	502,926	18	502,944	527,485
Other activities		-	-	-	-
Total		502,926	18	502,944	527,485
 NET INCOME/(EXPENDITURE)		(25,864)	-	(25,864)	17,245
 Reconciliation of funds					
Total funds brought forward		(33,269)	1,585	(31,684)	(48,929)
Total funds carried forward		(59,133)	1,585	(58,548)	(31,684)

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Balance Sheet
31 March 2023

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
Fixed assets					
Tangible assets	10	15,774	-	15,774	18,794
Current assets					
Debtors	11	5,411	-	5,411	3,770
Cash at bank and in hand		<u>27,296</u>	<u>1,585</u>	<u>28,881</u>	<u>27,122</u>
		32,707	1,585	34,292	30,892
Creditors					
Amounts falling due within one year	12	(107,614)	-	(107,614)	(81,370)
Net current assets/(liabilities)		<u>(74,907)</u>	<u>1,585</u>	<u>(73,322)</u>	<u>(50,478)</u>
Total assets less current liabilities		<u>(59,133)</u>	<u>1,585</u>	<u>(57,548)</u>	<u>(31,684)</u>
NET ASSETS/(LIABILITIES)		<u>(59,133)</u>	<u>1,585</u>	<u>(57,548)</u>	<u>(31,684)</u>
Funds	13				
Unrestricted funds				(59,133)	(33,269)
Restricted funds				<u>1,585</u>	<u>1,585</u>
Total funds				<u>(57,548)</u>	<u>(31,684)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 18/12/2023..... and were signed on its behalf by:



.....
M Short - Trustee

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Cash Flow Statement
for the year ended 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	<u>3,462</u>	<u>(2,526)</u>
Net cash provided by/(used in) operating activities		<u>3,462</u>	<u>(2,526)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(1,703)</u>	<u>(18,381)</u>
Net cash used in investing activities		<u>(1,703)</u>	<u>(18,381)</u>
Change in cash and cash equivalents in the reporting period		1,759	(20,907)
Cash and cash equivalents at the beginning of the reporting period		<u>27,122</u>	<u>48,029</u>
Cash and cash equivalents at the end of the reporting period		<u><u>28,881</u></u>	<u><u>27,122</u></u>

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Cash Flow Statement
for the year ended 31 March 2023

1. Reconciliation of net (expenditure)/income to net cash flow from operating activities		
	2023	2022
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(25,864)	17,245
Adjustments for:		
Depreciation charges	4,723	4,487
(Increase)/decrease in debtors	(1,641)	5,141
Increase/(decrease) in creditors	<u>26,244</u>	<u>(29,399)</u>
Net cash provided by/(used in) operations	<u><u>3,462</u></u>	<u><u>(2,526)</u></u>

1. Analysis of changes in net funds			
	At 1/4/22	Cash flow	At 31/3/23
	£	£	£
Net cash			
Cash at bank and in hand	<u>27,122</u>	<u>1,759</u>	<u>28,881</u>
	<u>27,122</u>	<u>1,759</u>	<u>28,881</u>
Total	<u><u>27,122</u></u>	<u><u>1,759</u></u>	<u><u>28,881</u></u>

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements for the year ended 31 March 2023

2. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements.

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Charitable activities

Costs of charitable activities are incurred on the charity's childcare operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Tangible fixed assets

All fixed assets are initially recognised at cost.

Depreciation

Depreciation of fixed assets is calculated to write off their cost of valuation less any residual value over their estimated useful lives as follows:

Improvements to leasehold property	- 20% p.a. straight line basis
Office equipment	- 15% p.a. reducing balance
Fixture and fittings	- 25% p.a. reducing balance
Computer equipment	- 25% p.a. reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

2. Accounting policies - continued

Fund accounting

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

3. Donations and legacies

Grants Received

	2023	2022
	£	£
Restricted		
Bournville College	18	23
	-	23
Unrestricted	£	£
	-	-
	-	-
Total	18	23

4. Charitable activities

	2023	2021
	£	£
Childcare services		
Centre income	62,060	42,115
Nursery fees - government funded	408,939	491,104
Government support grants	6,063	11,488
	477,062	544,707

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

5. Resources expended

	2023		2022	
	£		£	
	Unrestricted	Restricted	Unrestricted	Restricted
	fund	fund	fund	fund
Wages and national insurance	396,740	-	400,747	-
Accountancy and independent examination	2,486	-	2,700	-
Bank and professional charges	306	-	650	-
Consumables and staff expenses	21,040	-	29,176	-
Insurance	8,210	-	8,006	-
Depreciation	1,285	18	4,464	23
Pensions	6,358	-	6,269	-
Rent, rates, heat and light	47,917	-	53,585	-
Repairs, research and maintenance	8,851	-	11,270	-
Telephone, stationary and advertising	8,733	-	9,441	-
Bad debt write off	1,000	-	1,153	-
	<u>502,926</u>	<u>18</u>	<u>527,462</u>	

6. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Independent examiners' fees	4,723	2,713
Depreciation - owned assets	1,303	1,067

7. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no trustees expenses paid in the year

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

8. Staff costs

	2023	2022
	£	£
Wages and salaries	390,382	400,747
Other pension costs	6,358	6,269
	<u>396,740</u>	<u>407,016</u>

The average monthly number of employees during the year was as follows:

	2023	2022
	30	29
Administrative staff	<u>30</u>	<u>29</u>

No employees received emoluments in excess of £60,000.

9. Comparatives for the statement of financial activities – 31 March 2022

	Unrestricted funds £	Restricted funds £	Total funds £
Income and endowments from			
Donations and legacies	-	28	28
Charitable activities			
- Childcare services	384,594	-	384,594
- Government grants	<u>114,789</u>	<u>-</u>	<u>114,789</u>
Total	499,383	28	499,411
Expenditure on			
Charitable activities			
- Childcare services	458,694	28	458,722
Other activities	<u>-</u>	<u>-</u>	<u>-</u>
Total	458,694	28	458,722
NET INCOME/(EXPENDITURE)	40,689	-	40,689
Reconciliation of funds			
Total funds brought forward	<u>(91,203)</u>	<u>1,585</u>	<u>(89,618)</u>
Total funds carried forward	<u>(50,514)</u>	<u>1,585</u>	<u>(48,929)</u>

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

10. Tangible fixed assets

	Improvements to property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Totals £
Cost					
At 1 April 2022	120,994	20,805	57,132	17,265	216,196
Additions	-	1,093	-	610	1,703
At 31 March 2023	120,994	21,898	57,132	17,875	217,899
Depreciation					
At 1 April 2022	107,314	17,884	56,894	15,310	197,402
Charge for year	3,420	602	60	641	4,723
At 31 March 2023	110,734	18,486	56,954	15,951	202,125
Net book value					
At 31 March 2023	10,260	3,412	178	1,924	15,774
At 31 March 2022	13,680	2,921	238	1,955	18,794

Fixed assets, included in the above, which are held under hire purchase contracts or finance leases are as follows:

	Improvements to property £
Depreciation	
At 1 April 2022	19,190
Charge for year	3,420
At 31 March 2023	22,610
Net book value	
At 31 March 2023	(22,610)
At 31 March 2022	(19,190)

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

11. Debtors: amounts falling due within one year

	2023	2022
	£	£
Trade debtors	<u>5,411</u>	<u>3,770</u>

12. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	5,103	5,436
Social security and other taxes	54,741	24,759
Other creditors	11,000	10,988
Deferred income	129	147
Accrued expenses	<u>36,641</u>	<u>40,040</u>
	<u>107,614</u>	<u>81,370</u>

13. Movement in funds

	At 1/4/22	Net movement in funds	At 31/3/23
	£	£	£
Unrestricted funds			
General fund	(33,269)	(25,684)	(59,133)
Restricted funds			
Restricted general fund	<u>1,585</u>	<u>-</u>	<u>1,585</u>
TOTAL FUNDS	<u>(31,684)</u>	<u>(25,684)</u>	<u>(57,548)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	477,062	(502,926)	(25,864)
Restricted funds			
Restricted general fund	<u>18</u>	<u>(18)</u>	<u>-</u>
TOTAL FUNDS	<u>477,080</u>	<u>(502,944)</u>	<u>(25,864)</u>

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

13. Movement in funds - continued

Comparatives for movement in funds:

	At 1/4/21 £	Net movement in funds £	At 31/3/22 £
Unrestricted funds			
General fund	(50,514)	17,245	(31,684)
Restricted funds			
Restricted general fund	<u>1,585</u>	<u>-</u>	<u>1,585</u>
TOTAL FUNDS	<u>(48,929)</u>	<u>17,245</u>	<u>(31,684)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	544,707	(527,452)	17,245
Restricted funds			
Restricted general fund	<u>23</u>	<u>(23)</u>	<u>-</u>
TOTAL FUNDS	<u>544,730</u>	<u>(527,485)</u>	<u>17,245</u>

14. Related party disclosures

During the year ended 31 March 2018 the trustees loaned £9,000 to the company, this remains within other creditors as at 31 March 2023.

There were no Trustee's expenses paid in the year (shown in note 7) and no other related party transactions occurred for the year ended 31 March 2023. There were no Trustee's expenses paid for the year ended 31 March 2023.

Key management personnel consists of the trustees only, whose remuneration is shown within note 7.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2023

15. Ultimate controlling party

The charity was under the control of the Board of Trustees in the current and previous year.

16. Share capital

The company is limited by guarantee of its members and does not have any share capital. In the event the company is wound up, the members who are also the trustees, have a liability in respect of the guarantee, limited to £1 per member.

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales - Charity number 1081699

Accounts

Report of the Trustees and
Unaudited Financial Statements
for the Year Ended 31 March 2022
for
LONGBRIDGE CHILDCARE STRATEGY GROUP

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for the year ended 31 March 2022

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LONGBRIDGE CHILDCARE STRATEGY GROUP

Reference and Administrative Details
for the year ended 31 March 2022

Trustees	Mr M J Short (Chair) Ms S M Ford Ms S Murray
Registered office	Hollymoor Centre 8 Manor Park Grove Northfield Birmingham West Midlands B31 5ER
Registered company number	03719730 (England and Wales)
Registered charity number	1081699
Independent examiner	Haines Watts Birmingham LLP 5-6 Greenfield Crescent Edgbaston Birmingham B15 3BE

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2022

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Structure, governance and management

Longbridge Childcare Strategy Group is a company limited by guarantee (company number 03719370) which was incorporated on 25 February 1999 and achieved charitable status on 21 July 2000 (number 1081699). It is governed by its Memorandum and Articles of Association dated 25 February 1999, as amended by special resolution on 13 December 1999.

The Trustees who held office during the year and to the date of this report are as follows:

Ms C Aberdeen	Resigned 2 December 2021
Ms L Bishop	Resigned 2 December 2021
Ms S M Ford	Appointed 27 October 2016
Mr M Melough	Resigned 2 December 2021
Mr M J Short	Appointed 2 December 2021
Ms S Murray	Appointed 2 December 2021

Recruitment and appointment of new Trustees

Recruitment of Trustees has been successful this year and we have recruited two additional board members from different professional backgrounds to reflect the needs of the charity.

Objectives and activities

Principal activity

The principal activity of the company continues to be the provision of quality, affordable childcare facilities and training for those supplying care services. The welfare and development of the children is paramount within all of our activities.

Longbridge Childcare Strategy Group is a charity established in 1991, to be effective in Birmingham with particular reference to the Longbridge Area and its environs (the Area of Benefit).

“To advance the education and development of young children within Longbridge in particular by the provision of a comprehensive childcare service offering facilities for safe and satisfying play and to provide or to arrange for the provision of such ancillary facilities and activities which are considered necessary or desirable for the fulfilment of the objects.”

The Charity includes the following powers exercisable in furtherance of the said Objects, but not otherwise;

1. To advance, whether by training or otherwise, the knowledge and professional skills of those resident in the Area of Benefit and concerned with the provision of childcare.
2. To provide practical help within the Centre services, including; advice, assistance, service, support, advocacy and information to meet the needs of those caring for children and to liaise with external bodies concerned with the matters of childcare.
3. To promote, provide and carry on or assist in the promotion, provision and carrying on of facilities of any kind pursuant to the objects and to arrange and hold meetings, conferences and lectures.

Activities April 2021-March 2022

Throughout the year LCSG maintained the continued operation of its services. The nurseries. Pre-School and out-of-school services offered places to children who are on our registers and also to children who attended other provision which have had to close or reduce their services due to the effects of the pandemic. The groups covered the age-ranges as normal, but management and organisation of activities was adapted as necessary on a daily basis. Some of the changes made have now become permanent in order to offer good quality services and to insure financial stability.

The primary responsibility of ensuring the wellbeing and development of the children now included health & safety far more intensely than ever before. Although it has always been a core part of services 'covid-safe' meant that it was top priority. Risk Assessments have been produced throughout the last year, ensuring that every new set of guidelines were read, understood and implemented. It is interesting to note that children now sneeze into their armpits (no longer into their hand as in previous generations), handwashing/sanitising is done automatically, and the use of tissues has increased dramatically!

Report of the Trustees
for the year ended 31 March 2022

Objectives and activities (continued)

Activities April 2021-March 2022 (continued)

For the nursery and families there were other aspects that continue to change the way they work. Parents were unable to enter the nursery with their children – leaving and collecting them at the door. This happened even for children who were attending from closed nurseries and had never been there before. There were limited opportunities for consultations with parents, or with other professionals. Throughout all of these difficulties the staff team worked diligently and enthusiastically to ensure that the children had the best of experiences in the worst of times. They also provided an ear for parents who needed extra support.

Alphabets @ Holly Hill Nursery continues to operate in the main nursery building and within the Children Centre. It offers full and part-time childcare places for children aged 2-4 years only. At the present time there is insufficient interest in places for children under two – most of the families in this area are not working. The nursery continues to work closely with Frankley Plus Children's Centre and to provide a stable and secure environment for the children and families in the area. A high percentage of the children are 2 and 3 years old children receiving means tested EEE funding. 97% of the children are in receipt of deprivation and or benefit related free school meals.

Alphabets @ Cofton - This service includes a Pre-School and out of school provisions. The out of school provisions include before and after school clubs and Holiday Playschemes which continue to be popular with children and families attending the adjoining primary school. This year the summer playscheme included a Holiday Activities and Food project (HAF). This project targeted children in receipt of free school meals.

The Pre-School has experienced a steady increase in the number of children needing extra support due to their special educational needs.(SEND) The children are also needing more help with communication and social skills which is due to the effects of the lockdown.

Alphabets @ Hollymoor – The nursery continued to offer places for children from one to four years throughout the year. It supports children and families in the local area with a number of places taken by vulnerable children as well as for working parents. Throughout covid they provided support for many children and families, particularly for the one-two year olds. Working in partnership with other childcare professionals and the local children's centre has been challenging throughout the year due to many of the professionals working from home. One of the most difficult aspects has been the need to use electronic devices and social media/Wi-Fi. As a charity we have found it difficult to maintain the quantity and quality of these systems. We have identified this as a priority for the coming year.

Central Office – Negotiations regarding the Lease for the building were unresolved during this period and will now continue as a priority for the next year. The condition of the building remains stable, LCSG has continued to complete emergency repairs.

Management

The Board continued to work with staff throughout the year to investigate potential changes which could benefit the organisation. Through consultation, priority was placed on building a larger Board which reflects the community and holds specialisms which can support the development and growth of LCSG.

LCSG Priorities for this year were;

➤ **To maintain our existing childcare services to the local communities and specific sectors who have a need for these services.**

This has been achieved this year due to regular monitoring and assessments. Some services have changed their operational hours in order to offer the service required whilst also being sustainable financially

➤ **To be able to maintain the 'Good' quality of childcare services**

We have introduced an ECERS environmental audit which has helped us to improve and upgrade the quality of our service

➤ **To research local provision and work with the LA to identify gaps and provide services which may be needed**

We worked closely with our Birmingham Early Years Consultant and have attended the local network meetings to discuss the needs of the wider community

➤ **To market LCSG services widely across the local areas**

The use of Facebook and other social media platforms has increased this year

➤ **To monitor Running Costs and Funding/Income opportunities to maintain sustainability**

The financial situation of the group is closely monitored in order to take advantage of any funding available. The financial situation is constantly assessed in order to maximise the income we have. This has included an audit of power supplies, broadband internet providers etc.

➤ **To work with the LA to establish the future use of Hollymoor Centre**

LCSG is currently negotiating a long-term lease.

This Report has shown that we continue to maintain quality services and support children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2022

Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Management

The volunteer Trustees continued to work with senior staff (particularly the Finance Officer) throughout the year. The priority has been to maintain the services needed and to manage the budget and financial activities. PAYE has been very different due to the increased work managing furlough hours, pay etc. The legal documentation to go to staff for these activities necessitated the Trustees to be active in the administration of the charity.

The planning priorities from last year's report were to;

- To maintain our existing childcare services to the local communities and specific sectors who have a need for these services
- To be able to maintain the 'Good' quality of childcare services
- To research local provision and work with the LA to identify gaps and provide services which may be needed
- To market LCSG services widely across the local areas
- To monitor Running Costs and Funding/Income opportunities to maintain sustainability
- To work with the LA to establish the future use of Hollymoor Centre

These came with the recognition that we had entered a time of major uncertainties and that within this framework we needed to try to identify priorities for future development although sustainability may have been the biggest concern.

This Report has shown that despite working throughout the pandemic LCSG did maintain quality services and supported children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

Public benefit statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Social Impact Report April 2021 – March 2022

	Alphabets@Cofton	Alphabets@Hollymoor	Alphabets@Hollyhill
Pupil Premium & FSM	45.1%	66.7%	68.75%
Deprivation Funding	58.7%	85.80%	90.9%
SEN	16.39%	16.67%	73.21%
EAL	8.2%	0%	58.57%
Early Help	8.2%	30%	43.92%
Total Families helped	100	134	96

LCSG has given extra social support to over 330 families. The support has been through the receipt and implementation of Pupil Premium and or Deprivation funding, which has included providing extra services tailored to meet the needs of the children. The services have included a language and communication tool called Wellcomm. Wellcomm is used to assess all the children and then plan to support identified speech, language and communication needs. In addition to our usual services 150 children were supported during the Easter, Summer and Winter holidays in partnership with the Holiday Activities and Fun scheme funded by a grant managed by Birmingham City Council. Through this scheme we engaged with children who may have experienced holiday hunger, inactivity, isolation and learning loss, throughout the holiday period.

Last year the group developed a training package and support program for young people aged 16-18 years old. This package included work experience in playwork. All the participants have been successful in gaining future employment and or higher education including apprenticeships as a result of joining the scheme. When they applied for jobs or a place at college/university the reference we were able to give them and their work experience history was invaluable.

This year the group invested in training the key people to increase their knowledge and skills. This is to provide the socially supported families with the highest quality of care. The team have attended training in speech and language, nutrition, first aid, food safety and the Graded Care Profile which gives the person a licence to assess neglect. In order to make a real difference to the lives of our children we need to work with and support the families in realising what neglect is and what resources are available in order to make their lives better.

Report of the Trustees
for the year ended 31 March 2022

Objectives and activities (continued)

Social impact report April 2021 - March 2022 (continued)

Safeguarding and promoting the welfare of children remains to be an integral factor in all LCSG's management procedures. Safeguarding cannot be separated from the general ethos of the group who aim to continue to create a culture of vigilance and care, our aim is to equip the practitioners in order to make a real difference to the lives of the children. The number of qualified Designated Safeguarding Leads has increased to give the team the skills and confidence to act appropriately and with confidence when they need to. The group's induction pack has also been revised and become a workbook which will strengthen a new employee's knowledge of what is expected from them as a member of the team. Each team member is registered with a training provider associated with the Early Years Alliance. (EduCare) They are asked to complete the basic safeguarding course and a course on Prevent and FGM. Each person also registers with the Birmingham Safeguarding Children's Board (BSCB) who also offer updates and training. The group has a comprehensive Safeguarding policy and procedures which are regularly updated, the audit issued by the BSCB is completed annually.

Each of our provisions has worked with a multi-agency partnership in support of individual cases throughout this year. We recognise the unique position we are in where we have daily contact with the children providing valuable information which is used as part of the discussions on how to best support children and then monitor the change this has made to their lives and wellbeing. An example of some of the professionals we work with are Health Visitors, Social Workers, Police, Health Care Professionals, teachers, and housing organisations. We also work in partnership with the Children's Centres, Special Educational Needs co-ordinators and Speech and Language Therapists.

A high percentage of our children are families who are living in poverty with either no employed income or exceptionally low pay. The group has worked hard to ensure the children receive good nutritional snacks and meals. During the Holiday Activities and Fun programme, we provide hot meals to children who normally receive free school meals. We extended the activities this year to include growing food. This led to discussions on climate change and how we can protect the environment.

The effects of Covid have continued to impact on the lives of all our children, their families and the LCSG team. Every person has experienced times of uncertainty and anxiety on what the future may bring and at times a loss of control over personal choices. As a group we have tried to reduce these problems by keeping regular contact with people. (well being) Throughout the pandemic the childcare continued at each of the venues for key workers and vulnerable children. Some vulnerable members of the team were forced into isolation which caused them feelings of helplessness. The team members are supported through phone calls, information emails and Zoom meetings with the chair and senior management who continue to offer help, advice and support. The meetings are sometimes with individuals but also team meetings in order to plan and collaborate with their colleagues.

In conclusion we have made a difference to the lives of the people we work with and the wider community by working together to keep children safe, well fed and educated in healthy eating and exercise, this includes pre-school children and primary and secondary aged children during the holidays. We have helped them with their communication skills and the ability to socialise by offering opportunities for them to come together. We have also started to make children aware of climate change which is provoked and encouraged by growing fruit and vegetables.

Financial review

The review of the year to 31st March 2022 has again, as in the previous year, been somewhat overtaken by a new way of working. We had noticed parents would like to utilise the way in which they would like to access nursery hours due to many parents now working from home and not needing childcare facilities as in previous years.

During this time, we looked at ways in which we could save money in other areas and managed to secure several cheaper deals regarding our operating expenses. The new challenge that we were now facing were the increasing costs in regard to our gas and electricity. We worked closely with an agent and we managed to secure a two and five year deal that we could budget for.

At the AGM in March 2022 a 4.5% wage rise was agreed. The April 2022 Funding Rates were released late into April and were much higher than anticipated. The formula had been written for the next 3 financial years which would be looked at every 12 months however; although this was welcome news, the rise in National Minimum Wage, was a cause for concern. We made the decision that we could now not rely on just EEE funding to survive and looked for new opportunities and managed to increase tenants within the centre. Following a successful 2020 HAF Programme we applied for funding for Winter, Spring and Summer Grants which were all successful this generated extra income of £26,000 up to 31/03/2022. We were also granted extra income by contributing to a new incentive called the Lively programme. We continued to operate within our aims of training, and we employed 3 new apprentices, with this the government gave an incentive payment. Knowing our weakest point is August, we have the confidence that this will continue to operate and increase in the years to come.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Report of the Trustees for the year ended 31 March 2022

Financial review (continued)

The Hollymoor site was also used in connection with BPCN for a series of group gatherings including Christmas craft fairs, group gatherings and training, generating more footfall to the area and subsequently more recognition in the area. This resulted in many of the rooms that were vacant being booked within the day which was another area we have tapped into to secure consistent income into the charity. This shows the growth of centre income within the accounts up to 31/03/2022.

This also has resulted in a growth in service requests. From April almost all our staff were employed full time. The nursery numbers are showing a record high with EEE payments surpassing the last 5 years in the first term. Paying parents rose with Alphabets @ Hollymoor showing an exceptional uptake, with the lower age group being almost at capacity. These children will remain on the books for longer giving us confidence for the future and ratifies the decision that was made to lower the age range pre covid.

Although salaries have increased by almost £34,000 on the previous year we have new continuous tenants in the building who are working in partnership with LCSG to increase events for the local community. We have had some setbacks with the disrepair of the building and have spent just under £28,000 on roofing, a new boiler, and the fire alarm system – we are budgeting for this, and other repairs needed in the next financial year. The only other concern we have is the rise in Utility costs when the first contract comes to an end.

Reserves policy

Given the current net liabilities position, the reserves policy of the company is under review. The short-term priority is to eliminate the net liabilities. In the medium term, the trustees intend to agree a policy for maintaining unrestricted funds which will balance the group's day to day cash flow needs, while allowing for suitable investment in staff and resources which will benefit the group in the longer term. See Funds in deficit section.

Funds in deficit

The financial statements show a deficit in total funds of £31,684 as at 31 March 2022 (2021 – deficit of £48,929).

Going concern

The Trustees have considered a period of at least 12 months from the date of approval of these financial statements and consider that the charity will be able to continue to attract sufficient funding and manage its expenditure levels accordingly. The group is showing a high uptake for childcare places, which will continue to rise and for these children to stay longer than a period of 12 months. The Group has access to a £10,000 overdraft facility that was renewed in December 2022 for a further 12 months. As such, the Trustees are content that the accounts can be prepared on the going concern basis.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 23rd January 2023 and signed on its behalf by:



Mr M J Short
Chair of Trustees

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Trustees' Responsibilities for the year ended 31 March 2022

The Trustees (who are also the directors of Longbridge Childcare Strategy Group for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Independent Examiner's Report to the Trustees of
Longbridge Childcare Strategy Group

Independent examiner's report to the Trustees of Longbridge Childcare Strategy Group ('the Company')

I report to the Charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

As the charity's Trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



Nichola Venables
Institute of Chartered Accountants in England and Wales
Haines Watts Birmingham LLP
5-6 Greenfield Crescent
Edgbaston
Birmingham
B15 3BE

30 January 2023

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Financial Activities
for the year ended 31 March 2022

		Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
	Notes				
Income and endowments from					
Donations and legacies	3	-	23	23	28
Charitable activities					
- Childcare services	4	533,219	-	533,219	384,594
- Government grants	4	<u>11,488</u>	<u>-</u>	<u>11,488</u>	<u>114,789</u>
Total		544,707	23	544,730	499,411
Expenditure on					
Charitable activities					
- Childcare services	5	527,462	23	527,485	458,722
Other activities		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total		527,462	23	527,485	458,722
NET INCOME/(EXPENDITURE)		17,245	-	17,245	40,689
Reconciliation of funds					
Total funds brought forward		<u>(50,514)</u>	<u>1,585</u>	<u>(48,929)</u>	<u>(89,618)</u>
Total funds carried forward		<u>(33,269)</u>	<u>1,585</u>	<u>(31,684)</u>	<u>(48,929)</u>

Continuing operations

All income and expenditure has arisen from continuing activities.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Balance Sheet
31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Fixed assets					
Tangible assets	10	18,794	-	18,794	4,900
Current assets					
Debtors	11	3,770	-	3,770	8,911
Cash at bank and in hand		<u>25,537</u>	<u>1,585</u>	<u>27,122</u>	<u>48,029</u>
		29,307	1,585	30,892	56,940
Creditors					
Amounts falling due within one year	12	<u>(81,370)</u>	-	<u>(81,370)</u>	<u>(110,769)</u>
Net current assets/(liabilities)		<u>(52,063)</u>	<u>1,585</u>	<u>(50,478)</u>	<u>(53,829)</u>
Total assets less current liabilities		<u>(33,269)</u>	<u>1,585</u>	<u>(31,684)</u>	<u>(48,929)</u>
NET ASSETS/(LIABILITIES)		<u>(33,269)</u>	<u>1,585</u>	<u>(31,684)</u>	<u>(48,929)</u>
Funds	14				
Unrestricted funds				(33,269)	(50,514)
Restricted funds				<u>1,585</u>	<u>1,585</u>
Total funds				<u>(31,684)</u>	<u>(48,929)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 23rd January 2023 and were signed on its behalf by:



Mr M J Short
Chair of Trustees

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Cash Flow Statement
for the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(2,526)</u>	<u>47,452</u>
Net cash provided by operating activities		<u>(19,626)</u>	<u>47,452</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(18,381)</u>	<u>(1,110)</u>
Net cash used in investing activities		<u>(18,381)</u>	<u>(1,110)</u>
Change in cash and cash equivalents in the reporting period		<u>(20,907)</u>	46,342
Cash and cash equivalents at the beginning of the reporting period		<u>48,029</u>	<u>1,687</u>
Cash and cash equivalents at the end of the reporting period		<u>27,122</u>	<u>48,029</u>

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Cash Flow Statement
for the year ended 31 March 2022

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities	2022	2021
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	17,245	40,689
Adjustments for:		
Depreciation charges	4,487	1,209
Decrease in debtors	5,141	1,248
(Decrease)/increase in creditors	(29,399)	4,306
Net cash provided by operations	<u>(2,526)</u>	<u>47,452</u>

1. Analysis of changes in net (debt)/funds	At 1/4/21	Cash flow	At 31/3/22
	£	£	£
Net cash			
Cash at bank and in hand	<u>48,029</u>	<u>(20,907)</u>	<u>27,122</u>
	<u>48,029</u>	<u>(20,907)</u>	<u>27,122</u>
Total	<u>48,029</u>	<u>(20,907)</u>	<u>27,122</u>

2. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Charitable activities

Costs of charitable activities are incurred on the charity's childcare operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Tangible fixed assets

All fixed assets are initially recognised at cost.

Depreciation

Depreciation of fixed assets is calculated to write off their cost of valuation less any residual value over their estimated useful lives as follows:

Improvements to leasehold property	- 20% p.a. straight line basis
Office equipment	- 15% p.a. reducing balance
Fixture and fittings	- 25% p.a. reducing balance
Computer equipment	- 25% p.a. reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the Financial Statements - continued
for the year ended 31 March 2022

2. Accounting policies - continued

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

3. Donations and legacies

Grants Received

	2022	2021
	£	£
Unrestricted funds		
	-	-
	-	-
	<u>-</u>	<u>-</u>
Restricted funds	£	£
Bournville College	23	28
	<u>23</u>	<u>28</u>
Total	<u>23</u>	<u>28</u>

4. Charitable activities

	2022	2021
	£	£
Childcare services		
Centre income	42,115	26,104
Nursery fees - government funded	491,104	358,490
Government support grants	<u>11,488</u>	<u>114,789</u>
	<u>544,707</u>	<u>499,383</u>

The charity has been eligible to claim additional funding in the current and prior year from government support schemes in response to the coronavirus outbreak. The funding received totalling £897 (2021: £34,294) has been shown in government grants. Also included in government grants is an amount totalling £2,751 (2021: £79,995) received under the Government's Coronavirus Job Retention Scheme.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2022

5. Resources expended

	2022		2021	
	£		£	
	Unrestricted funds	Restricted funds	Unrestricted fund	Restricted fund
Wages and national insurance	400,747		362,555	
Accountancy and independent examination	2,700		2,700	
Bank and professional charges	370		383	
Professional fees	280		1,555	
Consumables and staff expenses	29,177		19,204	
Insurance	8,006		6,503	
Depreciation	4,487		1,209	
Pensions	6,269		5,200	
Rent, rates, heat and light	53,585		37,910	
Repairs, research and maintenance	11,270		11,925	
Telephone, stationery and advertising	9,441		9,578	
Bad debt write off	1,153		-	
	<u>527,485</u>	<u>-</u>	<u>458,722</u>	<u>-</u>

6. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Independent examiners' fees	2,700	2,700
Depreciation - owned assets	4,487	1,209

7. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no Trustees expenses paid in the year (2021: £nil).

8. Staff costs

	2022	2021
	£	£
Wages and salaries	400,747	362,555
Other pension costs	6,269	5,200
	<u>407,016</u>	<u>367,755</u>

The average monthly number of employees during the year was as follows:

	2022	2021
	29	23
Administrative staff	<u>29</u>	<u>23</u>

No employees received emoluments in excess of £60,000.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2022

9. Comparatives for the statement of financial activities - year ended 31 March 2021

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Income and endowments from			
Donations and legacies	-	28	28
Charitable activities			
- Childcare services	384,594	-	384,594
- Government grants	<u>114,789</u>	<u>-</u>	<u>114,789</u>
Total	499,383	28	499,411
 Expenditure on			
Charitable activities			
- Childcare services	458,694	28	458,722
Other activities	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>458,694</u>	<u>28</u>	<u>458,722</u>
 NET INCOME/(EXPENDITURE)	40,689	-	40,689
 Reconciliation of funds			
Total funds brought forward	<u>(91,203)</u>	<u>1,585</u>	<u>(89,618)</u>
Total funds carried forward	<u><u>(50,514)</u></u>	<u><u>1,585</u></u>	<u><u>(48,929)</u></u>

10. Tangible fixed assets

	Improvements to property	Plant and machinery	Fixtures and fittings	Computer equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2021	103,894	20,184	57,132	16,605	197,815
Additions	<u>17,100</u>	<u>621</u>	<u>-</u>	<u>660</u>	<u>18,381</u>
At 31 March 2022	<u>103,894</u>	<u>20,805</u>	<u>57,132</u>	<u>17,265</u>	<u>199,096</u>
Depreciation					
At 1 April 2021	103,894	17,478	56,815	14,728	192,915
Charge for year	<u>3,420</u>	<u>406</u>	<u>79</u>	<u>582</u>	<u>4,487</u>
At 31 March 2022	<u>107,314</u>	<u>17,478</u>	<u>56,894</u>	<u>15,310</u>	<u>197,402</u>
Net book value					
At 31 March 2022	<u><u>13,680</u></u>	<u><u>2,921</u></u>	<u><u>238</u></u>	<u><u>1,955</u></u>	<u><u>18,794</u></u>
At 31 March 2021	<u>-</u>	<u>2,706</u>	<u>317</u>	<u>1,877</u>	<u>4,900</u>

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2022

11. Debtors: amounts falling due within one year

	2022	2021
	£	£
Trade debtors	<u>3,770</u>	<u>8,911</u>
	<u>3,770</u>	<u>8,911</u>

12. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	5,436	3,848
Social security and other taxes	24,759	54,072
Other creditors	10,988	10,239
Deferred income	147	170
Accrued expenses	<u>40,040</u>	<u>42,440</u>
	<u>81,370</u>	<u>110,769</u>

13. Movement in funds

	At 1/4/21	Net movement in funds	At 31/3/22
	£	£	£
Unrestricted funds			
General fund	(50,514)	3,565	(46,949)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(48,929)</u>	<u>3,565</u>	<u>(45,364)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	544,707	(541,142)	3,565
Restricted funds			
Restricted general fund	23	(23)	-
TOTAL FUNDS	<u>544,730</u>	<u>(541,165)</u>	<u>3,565</u>

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2022

13. Movement in funds - continued

Comparatives for movement in funds

	At 1/4/20 £	Net movement in funds £	At 31/3/21 £
Unrestricted funds			
General fund	(91,203)	40,689	(50,514)
Restricted funds			
Restricted general fund	1,585	-	1,585
TOTAL FUNDS	<u>(89,618)</u>	<u>40,689</u>	<u>(48,929)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	499,383	(458,694)	40,689
Restricted funds			
Restricted general fund	28	(28)	-
TOTAL FUNDS	<u>499,411</u>	<u>(458,722)</u>	<u>40,689</u>

14. Related party disclosures

During the year ended 31 March 2018 the Trustees loaned £9,000 to the company, this remains within other creditors as at 31 March 2022.

There were no Trustee's expenses paid in the year (shown in note 7) and no other related party transactions occurred for the year ended 31 March 2022.

Key management personnel consists of the Trustees only, whose remuneration is shown within note 7.

15. Ultimate controlling party

The charity was under the control of the Board of Trustees in the current and previous year.

16. Share capital

The company is limited by guarantee of its members and does not have any share capital. In the event the company is wound up, the members who are also the Trustees, have a liability in respect of the guarantee, limited to £1 per member.

LONGBRIDGE CHILDCARE STRATEGY GROUP

England & Wales - Charity number 1081699

Accounts

Report of the Trustees and
Unaudited Financial Statements
for the Year Ended 31 March 2021
for
LONGBRIDGE CHILDCARE STRATEGY GROUP

Contents of the Financial Statements
for the year ended 31 March 2021

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LONGBRIDGE CHILDCARE STRATEGY GROUP

Reference and Administrative Details
for the year ended 31 March 2021

Trustees	Ms S M Ford (Chair) Mr M J Short Ms S Murray
Registered office	Hollymoor Centre 8 Manor Park Grove Northfield Birmingham West Midlands B31 5ER
Registered company number	03719730 (England and Wales)
Registered charity number	1081699
Independent examiner	Haines Watts Birmingham LLP 5-6 Greenfield Crescent Edgbaston Birmingham B15 3BE

Longbridge Childcare Strategy Group

Report of the Trustees for the year ended 31 March 2021

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Structure, governance and management

Longbridge Childcare Strategy Group is a company limited by guarantee (company number 03719370) which was incorporated on 25 February 1999 and achieved charitable status on 21 July 2000 (number 1081699). It is governed by its Memorandum and Articles of Association dated 25 February 1999, as amended by special resolution on 13 December 1999.

The Trustees who held office during the year and to the date of this report are as follows:

Ms C Aberdeen	Resigned 2 December 2021
Ms L Bishop	Resigned 2 December 2021
Ms S M Ford	Appointed 27 October 2016
Mr M Melough	Resigned 2 December 2021
Mr M J Short	Appointed 2 December 2021
Ms S Murray	Appointed 2 December 2021

Recruitment and appointment of new Trustees

The current Trustees continued in their same positions as in the previous year and played an active part in the organisation and management of the group. No new Trustees have been appointed during this year as the Trustees continued to focus their energy on reviewing and stabilising the group's activities and services. However, some of the Trustees have served the maximum term of office and, in accordance with the charity's guidance, will need to step down during the coming year. Historically it has been difficult to identify parents or other individuals who have been willing to commit the necessary time to the organisation. The Trustees and Project Managers will now prioritise this area of work and begin advertising for new Trustees. The process of appointment will be via interview and subject to committing to a minimum of four meetings per year and completion of a DBS check.

Objectives and activities

Principal activity

The principal activity of the company - the provision of quality, affordable childcare facilities and training for those supplying care services – remained the prime focus, with the welfare and development of the children being paramount within all our activities. However, the timeframe of April 2020 to March 2021 encompasses one of the most challenging times in not only our personal lives and activities but also on a worldwide basis. Just as we finished the previous financial year, we began the process of prioritising places for keyworkers children and furloughing several of our staff. For the rest of the year, we spent many hours making, and changing, plans to ensure we could provide the best service and ensure the continued development of the children (both those remaining in nursery and those who were isolating at home with their families).

Longbridge Childcare Strategy Group is a charity established in 1991, to be effective in Birmingham with particular reference to the Longbridge Area and its environs (the Area of Benefit).

"To advance the education and development of young children within Longbridge in particular by the provision of a comprehensive childcare service offering facilities for safe and satisfying play and to provide or to arrange for the provision of such ancillary facilities and activities which are considered necessary or desirable for the fulfilment of the objects."

The Charity includes the following powers exercisable in furtherance of the said Objects, but not otherwise;

1. To advance, whether by training or otherwise, the knowledge and professional skills of those resident in the Area of Benefit and concerned with the provision of childcare.
2. To provide practical help within the Centre services, including; advice, assistance, service, support, advocacy and information to meet the needs of those caring for children and to liaise with external bodies concerned with the matters of childcare.
3. To promote, provide and carry on or assist in the promotion, provision and carrying on of facilities of any kind pursuant to the objects and to arrange and hold meetings, conferences and lectures.

The charity's aims and objectives remained the same throughout the year but the services that were offered and delivered were even more important. All services remained open for almost the whole of the year – providing childcare for the children of keyworkers and the most vulnerable children. For families who were not able to attend the groups contact was maintained via telephone, email etc.

Report of the Trustees
for the year ended 31 March 2021

Objectives and activities (continued)

One of our first challenges was to identify those of our staff who were classified as 'extremely vulnerable' to be placed on furlough. This was followed by redistributing the staff remaining across the three sites. The resilience and fortitude of the staff was instrumental in the continued services – two of our managers were in the 'extremely vulnerable' category and therefore we had to utilise Deputy Managers as Nursery Leaders.

For a period of time during Summer 2020 we furloughed all staff (apart from the Finance Manager) who wasn't directly involved in providing childcare services. The opportunity to furlough staff ensured that there was financial support which enabled the charity as a whole to continue. Because childcare services were also expected to remain open there was also some support available in various forms from the Local Authority.

Activities April 2020-March 2021

At this point in the Annual Report, we usually detail the individual group activities, however this seems a little inappropriate for this year's document.

Throughout the year LCSG maintained the continued operation of most of its services, but not always on a continual basis and not always with the same children/families attending. The nurseries and Out-of-school services when open offered places to children who were on our registers and also to children who attended other provision which had closed due to the pandemic. The groups covered the age-ranges as normal, but management and organisation of activities was adapted as necessary on a daily basis.

The primary responsibility of ensuring the wellbeing and development of the children now included health & safety far more intensely than ever before. Although it has always been a core part of services 'covid-safe' meant that it was top priority. Risk Assessments have been produced throughout the last year, ensuring that every new set of guidelines were read, understood and implemented. It is interesting to note that children now sneeze into their armpits (no longer into their hand as in previous generations), handwashing/sanitising is done automatically, and the use of tissues has increased dramatically!

For the nursery and families there were other aspects that continue to change the way they work. Parents were unable to enter the nursery with their children – leaving and collecting them at the door. This happened even for children who were attending from closed nurseries and had never been there before. There were limited opportunities for consultations with parents, or with other professionals. Throughout all of these difficulties the staff team worked diligently and enthusiastically to ensure that the children had the best of experiences in the worst of times. They also provided an ear for parents who needed extra support.

By April 2021 things were more positive, with services more or less back to normal and most of the staff back from Furlough – even if it was only part-time. We were able to plan for summer activities and the new Academic Year. The signs were good, with numbers of children attending growing steadily.

Throughout the year LCSG continued to operate the following groups:

Alphabets @ Holly Hill Nursery continues to operate in the main nursery building and within the Children Centre. It offers full and part-time childcare places for children aged 2-4 years only. At the present time there is insufficient interest in places for children under two – most of the families in this area are not working and do not require childcare. The After-school club now has its own space in the space previously occupied by the one-two year olds. The nursery continues to work closely with Frankley Plus Children's Centre and to provide a stable and secure environment for the children and families in the area.

Alphabets @ Cofton - This nursery is established in the local area with numbers increasing. The Before & After school and Holiday Playscheme services continued to be popular with children and families attending the adjoining primary school.

Alphabets @ Hollymoor - The nursery continued to offer places for children from one to four years throughout the year. It supports children and families in the local area with a number of places taken by vulnerable children as well as for working parents. Throughout covid they provided support for many children and families, particularly for the one-two year olds. Working in partnership with other childcare professionals and the local children's centre has been challenging throughout the year due to many of the professionals working from home. One of the most difficult aspects has been the need to use electronic devices and social media/Wi-Fi. As a charity we have found it difficult to maintain the quantity and quality of these systems. We have identified this as a priority for the coming year.

Alphabet Movers Stay & Play Group, this group closed at the beginning of the year due to covid restrictions and, due to it being a 'social' group for individual families to meet, has remained closed throughout the year. The future of this group will be decided at a future date.

Report of the Trustees
for the year ended 31 March 2021

Objectives and activities (continued)

Central Office - The office at Hollymoor Centre was closed during covid at the beginning of the year. There were no public groups accessing the building and therefore any administrative work was completed by home working. Negotiations regarding the Lease for the building also ceased during this period and will now become a priority for the next year. The condition of the building remains stable, LCSG has continued to complete emergency repairs to the roof etc.

Management

The volunteer Trustees continued to work with senior staff (particularly the Finance Officer) throughout the year. The priority has been to maintain the services needed and to manage the budget and financial activities. PAYE has been very different due to the increased work managing furlough hours, pay etc. The legal documentation to go to staff for these activities necessitated the Trustees to be active in the administration of the charity.

The planning priorities from last year's report were to;

- To maintain our existing childcare services to the local communities and specific sectors who have a need for these services
- To be able to maintain the 'Good' quality of childcare services
- To research local provision and work with the LA to identify gaps and provide services which may be needed
- To market LCSG services widely across the local areas
- To monitor Running Costs and Funding/Income opportunities to maintain sustainability
- To work with the LA to establish the future use of Hollymoor Centre

These came with the recognition that we had entered a time of major uncertainties and that within this framework we needed to try to identify priorities for future development although sustainability may have been the biggest concern.

This Report has shown that despite working throughout the pandemic LCSG did maintain quality services and supported children and families. We also worked in partnership with other organisations and the Local Authority. The organisation continues to move forward optimistically with plans for future growth and development.

Public benefit statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Report of the Trustees
for the year ended 31 March 2021

Objectives and activities (continued)

Social impact report April 2020 - March 2021

There are no official figures for this Report as the nature of the work throughout this year has been very much focused on the practical activities and individual needs. The data previously used was not provided from April 2020 – December 2020. Due to the variables in Keyworker and vulnerable Children accessing different providers within the area in response to COVID-19. It is hoped that there will be time for reflection, analysis and evaluation during the next year.

LCSG have given extra social support to over 300 families. The support has been through the receipt and implementation of Pupil Premium and or Deprivation funding, which has included providing extra services tailored to meet the needs of the children. The services have included a language and communication tool called Wellcomm. Wellcomm is used to assess all the children and then plan to support identified speech language and communication needs. In addition to our usual services 105 children were supported during the summer holidays in the Holiday Activities and Fun scheme funded by a grant managed by Birmingham City Council. Through this scheme we engaged with children who may have experienced holiday hunger, inactivity, isolation and learning loss, throughout the holiday period.

The Holiday Activities and Fun scheme required a different kind of workforce. Supported by the Early Years Practitioners a new team of Playworkers were employed. This resulted in the development of a team of seven young adults aged between 16 to 18 years old who were very enthusiastic and committed to providing a summer scheme full of fun and friendship for the young children in their care. These young people gained valuable work experience made new friends and had a valuable experience of employment and managing their own money.

The group has invested in training the key people to increase their knowledge and skills. This is to provide the socially supported families with the highest quality of care. The team have attended training in speech and language, nutrition, first aid, food safety and workshops connected to the implementation of the new Early Years Foundation Stage.

Safeguarding and promoting the welfare of children remains to be an integral factor in all LCSG's management procedures. Safeguarding cannot be separated from the general ethos of the group who aim to continue to create a culture of vigilance and care. The number of qualified Designated Safeguarding Leads has increased to give the team the skills and confidence to act appropriately and with confidence when they need to. The groups induction pack has also been revised to strengthen a new employee's knowledge of what is expected from them as a member of the team.

The new intricate way of working with families in the local community, only strengthened the support we were able to give, and we found that we were able to access a larger number of families who would have been harder to reach out to. By bringing them into our community we can work in partnership with other professionals and services to make a real change to their lives. An example of some of the professionals we work with are Health Visitors, Social Workers, Police, Health Care Professionals, teachers, and housing organisations. We also work in partnership with the Children's Centres, Special Educational Needs co-ordinators and Speech and Language Therapists. In addition, we support parents back into training by providing flexible childcare packages in partnership with the colleges.

A high percentage of our children are families who are living in poverty with either no employed income or exceptionally low pay. The group has worked hard to ensure the children receive good nutritional snacks and meals. During the Holiday Activities and Fun programme, we provided hot meals to children who normally receive free school meals.

Covid has impacted on the lives of all our children their families and the LCSG team. Every person has experienced times of uncertainty and anxiety on what the future may bring and at times a loss of control over personal choices. As a group we have tried to reduce these problems by keeping regular contact with people. The children in isolation have been supported by phone calls from the nursery, with practical help and advice shared with the parents/carers, who at times just needed somebody to talk to. Throughout the pandemic the childcare continued at each of the venues for key workers and vulnerable children. Some vulnerable members of the team were forced into isolation which caused them feelings of helplessness. The team members were supported through phone calls, information emails and Zoom meetings with the chair and senior management who offered help advice and support. The meetings were sometimes with individuals but also team meetings to help people still feel attached to the group and to plan and collaborate with their colleagues. The people who did come into work with the children attended a Covid meeting where the risk assessments and action plans were discussed which helped to develop the groups Covid policies and procedures. These continue to be updated as required.

The members of the group have all continued to adhere to government guidelines but share this responsibility as a team. The care and wellbeing of individuals remains a priority as we try to survive the impact Covid is having.

Report of the Trustees
for the year ended 31 March 2021

Financial review

Financial position

The review of the year to 31 March 2021 has again, as in the previous year, been somewhat overtaken by the events that the whole world is still facing. With all the uncertain times we have faced during this financial year, whilst trying to stick to the operational plan of extending the daily and weekly hours of the settings, we utilised as much as we could - using the Job Retention Scheme and additional support from the Local Restrictions and Support Grants that were available to us. It seemed that as we came into September things were starting to normalise, however parents were still uneasy to send children back into our care – this in turn led to a downfall in numbers for the first term. We were again financially supported to some degree as Local Authority payments were made on the previous year numbers.

This gave us a cushion to continue operations, but Covid-19 safe working guidelines meant that the way we had to operate changed - we had to work in 'bubbles' which increased our staffing costs. We were able to support families and children in the local area who were unable to attend the nurseries via Zoom and telephone communications. In order to do this, we had to invest in up to date I.T. equipment.

A new national lockdown began in January 2021, and we again made the decision to remain open to support the children and families. However, what we had been battling for over 12 months started to do its rounds; A new variant emerged and 15 of our staff were confirmed Covid-Positive within the month of January – we could no longer operate and closed for two weeks enabling staff to recover and to keep everyone safe.

During this time, we looked at ways we could save money in other areas and managed to secure several cheaper deals regarding our operating expenses. We had an overhaul of holiday entitlements for new staff and took advantage of the Flexible Furlough Scheme for the central staff team. We contacted local organisations for support and ASDA gave us a donation of nappies plus a grant to support the children and families of Longbridge. We received an Emergency Relief Grant for the after-school children at Alphabets @ Cofton which was where we were seeing the most downfall in fees being paid.

We continued into Spring when we were able to access the Government Apprenticeship and Kickstart Schemes to attract new employees. At the AGM in March 2021 a 2.2% wage rise was agreed. The April 2021 Funding Rates were released late into April and were much lower than anticipated. This, along with the rise in National Minimum Wage, was a cause for concern. However, we looked for new opportunities and managed to increase tenants within the centre. Following a successful 2019 HAF Programme we applied for funding for Summer 2021 which would generate an income of 21k. Knowing our weakest point is August, we have the confidence that this will continue to operate and increase in the years to come.

The Hollymoor site was also used as a Lateral flow test pick-up site, generating more footfall to the area and subsequently more recognition in the area. This has resulted in a growth in service requests. From April almost all our staff were employed full time. The nursery numbers are showing a record high with EEE payments surpassing the last 5 years in the first term. Paying parents rose with Alphabets @ Hollymoor showing an exceptional uptake, with the lower age group being almost at capacity. These children will remain on the books for longer giving us confidence for the future and ratifies the decision that was made to lower the age range pre covid.

Although salaries have increased by almost 25k on the previous year we have new continuous tenants in the building who are working in partnership with LCSG to increase events for the local community. We have had some setbacks with the disrepair of the building and have spent just under 10k on roofing, heating, and the fire alarm system – we are budgeting for this, and other repairs needed in the next financial year. The only other concern we have is the rise in Utility costs when our contract ends in Jan 2022, we are however researching this on a continual basis.

Reserves policy

Given the current net liabilities position, the reserves policy of the charity is under review. The short term priority is to eliminate the net liabilities. In the medium term, the Trustees intend to agree a policy for maintaining unrestricted funds which will balance the group's day to day cash flow needs, while allowing for suitable investment in staff and resources which will benefit the Group in the longer term.

Funds in deficit

The financial statements show a deficit in total funds of £48,929 as at 31 March 2021 (2020 – deficit of £89,618).

Going concern

The Trustees have considered a period of at least 12 months from the date of approval of these financial statements and consider that the charity will be able to continue to attract sufficient funding and manage its expenditure levels accordingly. The group is showing a high uptake for childcare places, which will continue to rise and for these children to stay longer than a period of 12 months. The Group has access to a £10,000 overdraft facility that was renewed in December 2021 for a further 12 months. As such, the Trustees are content that the accounts can be prepared on the going concern basis.

LONGBRIDGE CHILDCARE STRATEGY GROUP

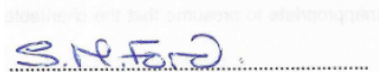
Report of the Trustees
for the year ended 31 March 2021

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 27 January 2022 and signed on its behalf by:

A handwritten signature in blue ink, appearing to read 'S M Ford', is written over a dotted line. The signature is stylized and cursive.

Ms S M Ford
Chair of Trustees

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Trustees' Responsibilities for the year ended 31 March 2021

The Trustees (who are also the directors of Longbridge Childcare Strategy Group for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

Independent Examiner's Report to the Trustees of
Longbridge Childcare Strategy Group

Independent examiner's report to the Trustees of Longbridge Childcare Strategy Group ('the Company')

I report to the Charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

As the charity's Trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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.



Kevin Hodgetts FCA
Institute of Chartered Accountants in England and Wales
Haines Watts Birmingham LLP
5-6 Greenfield Crescent
Edgbaston
Birmingham
B15 3BE

28 January 2022

LONGBRIDGE CHILDCARE STRATEGY GROUP

Statement of Financial Activities
for the year ended 31 March 2021

		Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
	Notes				
Income and endowments from					
Donations and legacies	2	28	-	28	35
Charitable activities					
- Childcare services	3	384,594	-	384,594	431,740
- Government grants	3	114,789	-	114,789	-
Total		499,411	-	499,411	431,775
Expenditure on					
Charitable activities					
- Childcare services	4	458,722	-	458,722	465,540
Other activities		-	-	-	81
Total		458,722	-	458,722	465,621
NET INCOME/(EXPENDITURE)		40,689	-	40,689	(33,846)
Reconciliation of funds					
Total funds brought forward		(91,203)	1,585	(89,618)	(55,772)
Total funds carried forward		(50,514)	1,585	(48,929)	(89,618)

Continuing operations

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Balance Sheet
31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Fixed assets					
Tangible assets	9	4,900	-	4,900	4,999
Current assets					
Debtors	10	8,911	-	8,911	10,159
Cash at bank and in hand		<u>46,444</u>	<u>1,585</u>	<u>48,029</u>	<u>1,687</u>
		55,355	1,585	56,940	11,846
Creditors					
Amounts falling due within one year	11	<u>(110,769)</u>	-	<u>(110,769)</u>	<u>(106,463)</u>
Net current assets/(liabilities)		<u>(55,414)</u>	<u>1,585</u>	<u>(53,829)</u>	<u>(94,617)</u>
Total assets less current liabilities		<u>(50,514)</u>	<u>1,585</u>	<u>(48,929)</u>	<u>(89,618)</u>
NET ASSETS/(LIABILITIES)		<u>(50,514)</u>	<u>1,585</u>	<u>(48,929)</u>	<u>(89,618)</u>
Funds	13				
Unrestricted funds				(50,514)	(91,203)
Restricted funds				<u>1,585</u>	<u>1,585</u>
Total funds				<u>(48,929)</u>	<u>(89,618)</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

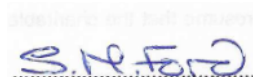
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 27 January 2022 and were signed on its behalf by:



Ms S M Ford

Chair of Trustees

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Cash Flow Statement
for the year ended 31 March 2021

Notes	2021 £	2020 £
Cash flows from operating activities		
Cash generated from operations 1	47,452	6,253
Interest paid	-	(1,904)
Interest element of hire purchase or finance lease rental payments paid	-	(677)
Net cash provided by operating activities	<u>47,452</u>	<u>3,672</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	<u>(1,110)</u>	<u>(590)</u>
Net cash used in investing activities	<u>(1,110)</u>	<u>(590)</u>
Cash flows from financing activities		
Loan repayments in year	-	(14,046)
Capital repayments in year	-	(1,541)
Net cash provided by/(used in) financing activities	<u>-</u>	<u>(15,587)</u>
Change in cash and cash equivalents in the reporting period	46,342	(12,505)
Cash and cash equivalents at the beginning of the reporting period	<u>1,687</u>	<u>14,192</u>
Cash and cash equivalents at the end of the reporting period	<u>48,029</u>	<u>1,687</u>

The notes form part of these financial statements

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Cash Flow Statement
for the year ended 31 March 2021

1. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	40,689	(33,846)
Adjustments for:		
Depreciation charges	1,209	3,766
Interest paid	-	1,904
Interest element of hire purchase and finance lease rental payments	-	677
Decrease in debtors	1,248	1,676
Increase in creditors	4,306	32,076
Net cash provided by operations	<u>47,452</u>	<u>6,253</u>

2. Analysis of changes in net (debt)/funds

	At 1/4/20	Cash flow	At 31/3/21
	£	£	£
Net cash			
Cash at bank and in hand	<u>1,687</u>	<u>46,342</u>	<u>48,029</u>
	<u>1,687</u>	<u>46,342</u>	<u>48,029</u>
Debt			
Debts falling due within 1 year	<u>(10,216)</u>	<u>10,216</u>	-
	<u>(10,216)</u>	<u>10,216</u>	-
Total	<u>(8,529)</u>	<u>56,558</u>	<u>48,029</u>

Notes to the Financial Statements
for the year ended 31 March 2021

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Charities Act 2011 and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the academy trust to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of authorisation for issue of the financial statements.

The financial statements have been prepared on a going concern basis. The Trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. In particular, in response to the COVID-19 pandemic, the Trustees have tested their cash flow analysis to take into account the impact on their business of possible scenarios brought on by the impact of COVID-19, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the Trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Charitable activities

Costs of charitable activities are incurred on the charity's childcare operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Tangible fixed assets

All fixed assets are initially recognised at cost.

Depreciation

Depreciation of fixed assets is calculated to write off their cost of valuation less any residual value over their estimated useful lives as follows:

Improvements to leasehold property	- 20% p.a. straight line basis
Office equipment	- 15% p.a. reducing balance
Fixture and fittings	- 25% p.a. reducing balance
Computer equipment	- 25% p.a. reducing balance

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Notes to the Financial Statements - continued
for the year ended 31 March 2021

1. Accounting policies - continued

Fund accounting

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the Balance Sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is shorter.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

2. Donations and legacies

Grants Received

	2021 £	2020 £
Unrestricted funds	-	-
	-	-
Restricted funds	£	£
Bournville College	28	35
	28	35
Total	28	35

3. Charitable activities

	2021 £	2020 £
Childcare services	£	£
Fundraising events	-	826
Centre income	26,104	36,930
Nursery fees - government funded	358,490	393,984
Government support grants	114,789	-
	499,383	431,740

The charity has been eligible to claim additional funding in the year from government support schemes in response to the coronavirus outbreak. The funding received totalling £34,294 has been shown in government grants. Also included in government grants is an amount totalling £79,995 received under the Government's Coronavirus Job Retention Scheme.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2021

4. Resources expended

	2021		2020	
	£		£	
	Unrestricted funds	Restricted funds	Unrestricted fund	Restricted fund
Wages and national insurance	362,555		344,016	
Accountancy and independent examination	2,700		2,700	
Bank and professional charges	383		714	
Professional fees	1,555		-	
Consumables and staff expenses	19,204		21,418	
Insurance	6,503		9,830	
Depreciation	1,209		3,731	35
Finance lease costs	-		677	
Loan interest	-		1,854	
Pensions	5,200		4,920	
Rent, rates, heat and light	37,910		56,660	
Repairs, research and maintenance	11,925		10,038	
Telephone, stationery and advertising	9,578		8,947	
Trustee's expenses	-		81	
	458,722	-	465,586	35

5. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Independent examiners' fees	2,700	2,700
Depreciation - owned assets	1,209	1,231
Depreciation - assets on hire purchase contracts and finance leases	-	2,535

6. Trustees' remuneration and benefits

There were no Trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no Trustees expenses paid in the year (2020: £82).

7. Staff costs

	2021	2020
	£	£
Wages and salaries	362,555	344,074
Other pension costs	5,200	4,920
	367,755	348,994

The average monthly number of employees during the year was as follows:

	2021	2020
	23	23
Administrative staff		

No employees received emoluments in excess of £60,000.

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2021

8. Comparatives for the statement of financial activities - year ended 31 March 2020

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Income and endowments from			
Donations and legacies	-	35	35
Charitable activities			
- Childcare services	430,155	1,585	431,740
Total	430,155	1,620	431,775
 Expenditure on			
Charitable activities			
- Childcare services	465,505	35	465,540
Other activities	81	-	81
Total	465,586	35	465,621
NET INCOME/(EXPENDITURE)	(35,431)	1,585	(33,846)
 Reconciliation of funds			
Total funds brought forward	<u>(55,772)</u>	<u>-</u>	<u>(55,772)</u>
Total funds carried forward	<u><u>(91,203)</u></u>	<u><u>1,585</u></u>	<u><u>(89,618)</u></u>

9. Tangible fixed assets

	Improvements to property	Plant and machinery	Fixtures and fittings	Computer equipment	Totals
	£	£	£	£	£
Cost					
At 1 April 2020	103,894	19,774	57,132	15,905	196,705
Additions	<u>-</u>	<u>410</u>	<u>-</u>	<u>700</u>	<u>1,110</u>
At 31 March 2021	<u>103,894</u>	<u>20,184</u>	<u>57,132</u>	<u>16,605</u>	<u>197,815</u>
 Depreciation					
At 1 April 2020	103,894	17,000	56,709	14,103	191,706
Charge for year	<u>-</u>	<u>478</u>	<u>106</u>	<u>625</u>	<u>1,209</u>
At 31 March 2021	<u>103,894</u>	<u>17,478</u>	<u>56,815</u>	<u>14,728</u>	<u>192,915</u>
 Net book value					
At 31 March 2021	<u><u>-</u></u>	<u><u>2,706</u></u>	<u><u>317</u></u>	<u><u>1,877</u></u>	<u><u>4,900</u></u>
At 31 March 2020	<u><u>-</u></u>	<u><u>2,774</u></u>	<u><u>423</u></u>	<u><u>1,802</u></u>	<u><u>4,999</u></u>

The net book value of tangible fixed assets includes £Nil (2020 - £NIL) in respect of assets held under hire purchase contracts. The depreciation charged to the financial statements in the year in respect of such assets amounted to £NIL (2020 - £2,535).

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2021

10. Debtors: amounts falling due within one year

	2021	2020
	£	£
Trade debtors	8,911	9,398
Prepayments and accrued income	<u>-</u>	<u>761</u>
	<u>8,911</u>	<u>10,159</u>

11. Creditors: amounts falling due within one year

	2021	2020
	£	£
Other loans (see note 12)	-	10,216
Trade creditors	3,848	2,655
Social security and other taxes	54,072	39,849
Other creditors	10,239	10,302
Deferred income	170	198
Accrued expenses	<u>42,440</u>	<u>43,243</u>
	<u>110,769</u>	<u>106,463</u>

12. Loans

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>-</u>	<u>10,216</u>

13. Movement in funds

	At 1/4/20	Net movement in funds	At 31/3/21
	£	£	£
Unrestricted funds			
General fund	(91,203)	40,689	(50,514)
Restricted funds			
Restricted general fund	<u>1,585</u>	<u>-</u>	<u>1,585</u>
TOTAL FUNDS	<u>(89,618)</u>	<u>40,689</u>	<u>(48,929)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	<u>499,411</u>	<u>(458,722)</u>	<u>40,689</u>
TOTAL FUNDS	<u>499,411</u>	<u>(458,722)</u>	<u>40,689</u>

LONGBRIDGE CHILDCARE STRATEGY GROUP

Notes to the Financial Statements - continued
for the year ended 31 March 2021

13. Movement in funds - continued

Comparatives for movement in funds

	At 1/4/19 £	Net movement in funds £	At 31/3/20 £
Unrestricted funds			
General fund	(55,772)	(35,431)	(91,203)
Restricted funds			
Restricted general fund	-	1,585	1,585
TOTAL FUNDS	<u>(55,772)</u>	<u>(33,846)</u>	<u>(89,618)</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	430,155	(465,586)	(35,431)
Restricted funds			
Restricted general fund	1,620	(35)	1,585
TOTAL FUNDS	<u>431,775</u>	<u>(465,621)</u>	<u>(33,846)</u>

14. Related party disclosures

During the year ended 31 March 2018 the Trustees loaned £9,000 to the company, this remains within other creditors as at 31 March 2021.

There were no Trustee's expenses paid in the year (shown in note 6) and no other related party transactions occurred for the year ended 31 March 2021.

Key management personnel consists of the Trustees only, whose remuneration is shown within note 6.

15. Ultimate controlling party

The charity was under the control of the Board of Trustees in the current and previous year.

16. Share capital

The company is limited by guarantee of its members and does not have any share capital. In the event the company is wound up, the members who are also the Trustees, have a liability in respect of the guarantee, limited to £1 per member.