

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

England & Wales · Charity number 1083895

Details

Other names	WANDSWORTH PRIMARY PLAY ASSOCIATION, WPPA
Status	Registered
Legal form	Charitable company
Company number	04060959
Registered	2000-11-30
Register	View on the Charity Commission register

Contact

Address	25 Blakenham Road Tooting London SW17 8NE
Phone	02077381958
Email	info@cbcservices.org.uk
Website	www.cbcservices.org.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE TO ADVANCE THE EDUCATION OF CHILDREN AND DEVELOPMENT OF CHILDREN UP TO AND INCLUDING THE AGE OF 11 YEARS IN AND AROUND THE LONDON BOROUGHES AND TO ADVANCE PARENTING SKILLS.

Activities: CBCS acts as an umbrella organisation for voluntary run childcare. CBCS operates some childcare services direct - these include out of school care, playgroup provision and creche facilities - as well as a toy library service and payroll facilities for member childcare groups.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Acts As An Umbrella Or Resource Body
- **What:** Education/training
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

Geography

- **Area of benefit:** LONDON BOROUGH OF WANDSWORTH.
- Hammersmith And Fulham
- Lambeth
- Merton
- Wandsworth

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,482,681	£2,271,949	£717,043	87
2024-03-31	£2,161,431	£2,209,211	£506,311	89
2023-03-31	£1,978,171	£1,939,498	£542,887	54
2022-03-31	£1,822,645	£1,818,585	£504,213	58
2021-03-31	£1,660,082	£1,635,111	£500,153	65

Trustees

Name	Role	Appointed
CAROL THURGOOD	Chair	
Huw Jenkins		2017-08-23
Peter Frederick Selley		2025-05-09
Robert Parker		2017-03-01

Accounts

Charity registration number 1083895 (England and Wales)

Company registration number 04060959

**CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND
SUBSIDIARY**

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms C Thurgood Mr R J Parker Mr H R Jenkins Mr P F Selley	(Appointed 9 May 2025)
Secretary	Mrs R Khalid	
Charity number (England and Wales)	1083895	
Company number	04060959	
Registered office	25 Blakenham Road London SW17 8NE	
Auditor	Kirk Rice LLP 3rd Floor, Zeeta House 200 Upper Richmond Road Putney London United Kingdom SW15 2SH	

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

Our commitment to serving children, families, and communities has guided every decision this year. It has been a year of both progress and challenge, but through effective budgetary control, strengthened financial systems, and regular reviews at Executive Committee meetings, we have maintained stability while ensuring our services remain accessible, sustainable, and of high quality.

Several of our centrally managed groups have performed well, and we remain attentive to the unique needs of each location. At the same time, we lost two successful out-of-school care (OSC) services due to the government's national wraparound programme, as schools chose not to renew premises hire contracts. This has placed financial strain on the charity and highlighted risks to the sustainability of our community-based childcare model.

Despite these setbacks, we remain a reflective and resilient organisation. We continue to support the children who attend our settings, the families who rely on our services, and the dedicated staff who make our work possible. In response to rising minimum wage pressures, we have implemented modest staff pay increases through careful financial planning.

Our commitment to supporting families financially also remains strong. We continue to subsidise childcare fees and provide discounts for siblings, NHS employees, and our own staff, particularly in disadvantaged areas, while delivering quality childcare services to our communities. We have also managed to provide financial support within our limitations to one of our member early years settings.

Government funding for 15 and 30 hours of childcare continues to be a vital source of support, benefiting both parents and the charity. We are grateful for this provision, which enables us to maintain affordability and accessibility across our services.

This year, we introduced a Long Service Recognition Programme to honour staff dedication and commitment. To further strengthen team cohesion, we organised a joint inset day focused on forest school principles and nature-based learning. Staff welfare remains a priority: we continue our partnership with Health Assured and plan to introduce a dedicated staff wellbeing day. To remain competitive, we strive to keep staff wages aligned with market trends.

Our trading arm, Childcare Answered, continues to make a meaningful financial contribution to the charity. We are actively exploring new venues to expand our services, alongside developing new avenues for income generation. As part of this strategy, we are preparing to open another term-time childcare provision in the coming months.

We remain committed to our mission and will continue adapting to ensure we serve our communities with integrity, compassion, and financial responsibility.

Mr H R Jenkins

Chairman

Date: 22 December 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors of Childcare and Business Consultancy Services and Subsidiary for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The primary aims of Childcare and Business Consultancy Services ("CBCS"), as outlined in its Constitution, are to advance the education and development of children up to the age of 11 by supporting parents in understanding and meeting their children's needs through community-based groups. These aims are pursued by:

- Promoting the establishment of groups that provide suitable play facilities and encourage parental involvement and responsibility in group activities.
- Providing ongoing support, guidance, and assistance to such groups, with a particular focus on ensuring inclusive opportunities for all children, regardless of race, culture, religion, disability, or financial means.
- Organising courses, discussions, conferences, and meetings, and publishing magazines, books, pamphlets, and papers aligned with these objectives.
- Developing and promoting relevant training to support the achievement of these aims.
- Supporting research into the needs of children and their families, and raising public awareness and understanding of these needs.
- Collaborating with other charitable organisations that share similar goals, both nationally and internationally.
- Working in partnership with statutory bodies and other service providers.
- Undertaking any other lawful activities necessary or beneficial to achieving the above aims.

In setting our objectives and planning our activities, the Trustees have taken into account the Charity Commission's general guidance on public benefit, including its supplementary advice.

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

Achievements and performance

Significant activities and achievements against objectives

During this year, CBCS provided consultancy and payroll services to three member settings. We also delivered full management services to eight centrally managed settings for part of the year. This reduction was due to one of our well-established Out of School Club (OSC) services being taken in-house by the school under the Government's national wraparound care initiative. The level of support we offer continues to vary depending on the needs of individual groups at any given time. Our experienced advisory team remains responsive, directing their efforts where support is most urgently required. All centrally managed settings received a resource grant, which we aim to maintain going forward. We have successfully achieved our objectives throughout the year by supporting both member groups and centrally managed settings. In line with our charitable mission, we continue to subsidise childcare places for eligible children attending centrally managed groups through our trading arm, Childcare Answered Limited. This initiative helps families who may struggle with childcare costs, ensuring access to quality care remains inclusive. We have now introduced a more formal process for settings to request full or partial funding for a child's placement, allowing CBCS to improve transparency and reporting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

To strengthen recruitment and improve occupancy across our settings, CBCS is actively leveraging social media platforms to engage wider audiences and promote our services. This digital outreach supports our efforts to attract qualified candidates and raise awareness of available childcare places. In support of employee wellbeing, the charity has partnered with Health Assured to provide mental health and wellbeing resources to all staff. This includes access to confidential support services and guidance on managing workplace stress. We also plan to introduce a dedicated staff wellbeing day in the near future to further reinforce our commitment to staff welfare. To remain competitive within the sector, staff salaries are regularly reviewed and adjusted to reflect current market trends. This ensures that our compensation remains fair and attractive across all roles, helping us retain skilled professionals and maintain high standards of care.

CBCS continues to invest in professional development. We work with an online training portal to support both permanent and temporary staff, and collaborate with external trainers and local authorities to deliver essential training such as First Aid, Food Safety, and Safeguarding. We are also working closely with apprentice providers to enhance staff learning and development in line with government initiatives. Currently, three apprentices are undergoing training. In the 2024–25 fiscal year, CBCS operated three/four Out of School Clubs, offering limited holiday care at one location, with plans to expand services in the near future.

CBCS works closely with member group management and staff to ensure high-quality care and tailored learning opportunities for each child. Our designated Childcare Education Advisor (CEA) provides support through on-site visits and phone consultations, ensuring compliance with OFSTED, EYFS, and internal policies. We continue to deliver excellent childcare services while keeping them affordable. All our settings are OFSTED-registered and cater to children aged 6 months to 11 years. Our early years settings benefit from government funding for children aged 9 months to 5 years, offering 15 or 30 hours of care per week. Several settings have successfully secured SENIF grants to provide additional support for children with special educational needs. All centrally managed and member settings have received a good Ofsted outcome.

Our central team and managers work collaboratively to support new staff and ensure that all policies and procedures are properly implemented. We emphasise the importance of compliance with OFSTED and other regulatory requirements. All relevant policies are reviewed regularly and updated to reflect statutory changes. In addition, our central team, in partnership with our IT consultant, is focused on strengthening cyber and online security to ensure robust data protection across all systems.

We continue to uphold our commitment to developing integrated services for children across the Borough of Wandsworth and surrounding areas, working through both member groups and centrally managed settings. Our Early Years provisions offer funded places for children aged 9 months to 5 years, ensuring access to quality care and education from the earliest stages.

To support this mission, our trading arm, Childcare Answered (CA), established in June 2008, has played a vital role in strengthening the charity's financial operations. CA continues to build its reputation as a reliable provider of quality temporary staff, regularly supplying agency cover to most member groups and to Children's Centre crèche provisions across Wandsworth. It also provides staffing services to other local authority groups when crèche support is required.

Beyond staffing, CA has supported the charity by securing donations for various initiatives, including resource grants and subsidies for childcare spaces for eligible families. Although the redevelopment of the CA website is still underway, it is actively promoted on the charity's main website. Additional social media platforms are being utilised to improve registration and attract new clients. Thanks to the focused efforts of our central team, recruitment through CA has recently increased, which will further enhance the charity's support capacity.

Financial review

Total income from donations and legacies amounted to £18,097 (2024: £25,230), of which £3,938 was restricted (2024: £13,525). The Group also recognised £2,454,911 (2024: £2,128,388) in income from other trading activities and £9,673 (2024: £7,813) from investments.

Total Group expenditure was £2,271,949 (2024: £2,209,211), including £637 of restricted expenditure (2024: £14,318).

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Reserves policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The Group holds reserves totalling £717,043 split between restricted funds of £45,317 and unrestricted funds of £671,726. The results for the year and the charity's financial position at the end of the year are shown in detail in the attached financial statements. These comply with current statutory requirements and the charity's constitution. The Directors recognise that the financial reserves are at an appropriate level for the charity's activities and will be monitored continuously.

Major risks

Risk Review

The Directors believe the charity is in a stable position and will be able to continue its work for the foreseeable future. Based on current plans and financial information, the accounts have been prepared on a going concern basis.

We regularly look at the main risks that could affect the charity and take steps to manage them. This includes thinking ahead about possible changes to funding and planning how we can stay financially secure. We are working on a Reserves Policy to help us prepare for unexpected challenges.

To keep things running smoothly, we have clear processes in place for approving spending and managing projects. These are reviewed from time to time to make sure they still work well for us.

We've also taken extra care to protect the charity's money by following the latest guidance from the Charity Commission and working closely with our auditors to make sure our financial checks are strong and up to date.

Structure, governance and management

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy charges. In addition, we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

The trustees delegate day-to-day management of the charity to Chief Executive Officer Robina Khalid who is currently still in this position as at the date of signing the financial statements.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms C Thurgood

Mr G Stephen

(Resigned 26 November 2024)

Mr R J Parker

Mr H R Jenkins

Mr P F Selley

(Appointed 9 May 2025)

Recruitment and appointment of trustees

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

The structure of the Board changed during the year, as the Chair, Graeme Stephen resigned and was subsequently replaced. The structure is typically stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

The group's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the group at the year end were equivalent to 1.50 day's purchases, based on the average daily amount invoiced by suppliers during the year.

Legal status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational structure

CBCS currently manages four groups directly. The financial accounts provided do not reflect the results of the member groups, as they operate independently. For the financial year ended 31st March 2025, there were six groups under the central management of CBC Services.

Effective 24th July, 2024, the management of Allfarthing OSC has been transitioned in-house by the school following the implementation of the national wrap-around program. Additionally, a small playgroup has ceased operations due to financial difficulties stemming from low enrolment, effective July 24, 2024. The staff from this facility have been reassigned to another group under the direct management of CBCS.

All together the charity ceased operating two successful out of school care (OSC) services following the non renewal of premises hire contracts by partner schools. These closures, linked to the government's national wraparound programme. While the charity remains resilient, the closures have reduced the scope of our childcare provision and placed financial strain on the organisation, highlighting risks to the sustainability of our community based childcare model.

The financial outcomes of the centrally managed groups differ, but collectively, they contribute positively to the overall income of the Charity and will, in the long run, bolster its initiatives with member groups.

Relationship with wider network

Related parties

During the year, the charity did not enter into any transactions with its trustees or other related parties that require disclosure under the Charities SORP (FRS 102), other than those detailed in Note 22. No trustee or person related to a trustee had any personal interest in any contract or transaction entered into by the charity during the year.

The charity is part of a group structure that includes Childcare Answered. Transactions between the charity and its subsidiary are conducted on normal commercial terms and are eliminated on consolidation. Details of the subsidiary's financial results for the year are provided in Note 23 to the financial statements.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

Please note (CM) denotes centrally managed Groups.

PUTNEY

Ashburton Playgroup (Member setting)
Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Playhouse Playgroup (Member setting)
Fledglings on the Commons (CM)

BATTERSEA

Ethelburga Early Years (Member setting)
Fledglings Kindergarten Childcare services ceased because of the non-renewal of the hiring contract by the school as of 30th September 2025.

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)
Fledglings at Rookstone Road has discontinued its childcare services as of 24th July 2024, due to low occupancy.

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE only

Penwortham Out of School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 18th July 2025.
Allfarthing Out of School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 24th July 2024.
St Anne's After School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 18th July 2025.

The trustees' report was approved by the Board of Trustees.

Mr H R Jenkins

Trustee

22 December 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Opinion

We have audited the consolidated financial statements of Childcare and Business Consultancy Services (the 'charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheet, the consolidated statement of cashflow and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the charity's activities, the key functions undertaken on behalf of the Board by management and by service organisations, and the overall control environment. Based on this understanding we assessed those aspects of the charity's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006, Charities Act 2022, FRS 102, and regulations such as the Children Act 1989 and 2004 which affect the charity.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charity financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
- Enquiries of management;
- Considering the effectiveness of control environment in monitoring compliance with laws and regulations.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody (Senior Statutory Auditor)

For and on behalf of Kirk Rice LLP, Statutory Auditor

3rd Floor, Zeeta House
200 Upper Richmond Road
Putney
London
SW15 2SH
United Kingdom
22 December 2025

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income from:							
Donations and legacies	3	14,159	3,938	18,097	11,705	13,525	25,230
Other trading activities	4	2,454,911	-	2,454,911	2,128,388	-	2,128,388
Investments	5	9,673	-	9,673	7,813	-	7,813
Total income		<u>2,478,743</u>	<u>3,938</u>	<u>2,482,681</u>	<u>2,147,906</u>	<u>13,525</u>	<u>2,161,431</u>
Expenditure on:							
Charitable activities	6	2,269,649	637	2,270,286	2,191,659	14,318	2,205,977
Other expenditure	12	1,663	-	1,663	3,234	-	3,234
Total expenditure		<u>2,271,312</u>	<u>637</u>	<u>2,271,949</u>	<u>2,194,893</u>	<u>14,318</u>	<u>2,209,211</u>
Net income/(expenditure) and movement in funds		207,431	3,301	210,732	(46,987)	(793)	(47,780)
Reconciliation of funds:							
Fund balances at 1 April 2024		464,295	42,016	506,311	511,282	42,809	554,091
Fund balances at 31 March 2025		<u>671,726</u>	<u>45,317</u>	<u>717,043</u>	<u>464,295</u>	<u>42,016</u>	<u>506,311</u>

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2025

		GROUP 2025 £	GROUP 2024 £	CHARITY 2025 £	CHARITY 2024 £
	Notes				
Fixed assets					
Tangible assets	14	4,450	4,622	1,677	2,529
Investments		-	-	4	4
		<u>4,450</u>	<u>4,622</u>	<u>1,681</u>	<u>2,533</u>
Current assets					
Debtors	15	89,499	45,384	89,175	38,155
Cash at bank and in hand		756,639	615,367	688,048	581,741
		<u>846,138</u>	<u>660,751</u>	<u>777,223</u>	<u>619,896</u>
Creditors: amounts falling due within one year	16	(133,545)	(159,062)	(74,268)	(128,525)
Net current assets		<u>712,593</u>	<u>501,689</u>	<u>702,955</u>	<u>491,371</u>
Total assets less current liabilities		<u>717,043</u>	<u>506,311</u>	<u>704,636</u>	<u>493,904</u>
Net assets excluding pension liability		<u>717,043</u>	<u>506,311</u>	<u>704,636</u>	<u>493,904</u>
		<u><u>717,043</u></u>	<u><u>506,311</u></u>	<u><u>704,636</u></u>	<u><u>493,904</u></u>
The funds of the Charity					
Restricted income funds	19	45,317	42,016	45,317	42,016
Unrestricted funds		671,726	464,295	659,319	451,888
		<u>717,043</u>	<u>506,311</u>	<u>704,636</u>	<u>493,904</u>
		<u><u>717,043</u></u>	<u><u>506,311</u></u>	<u><u>704,636</u></u>	<u><u>493,904</u></u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2025

The financial statements were approved by the trustees on 22 December 2025

Mr H R Jenkins
Trustee

Company registration number 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash generated from operations	24		133,962		23,179
Investing activities					
Purchase of tangible fixed assets		(2,363)		(2,927)	
Investment income received		9,673		7,813	
Net cash generated from investing activities			7,310		4,886
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			141,272		28,065
Cash and cash equivalents at beginning of year			615,367		587,302
Cash and cash equivalents at end of year			756,639		615,367

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Childcare and Business Consultancy Services and Subsidiary is a private company limited by guarantee incorporated in England and Wales. The registered office is 25 Blakenham Road, London, SW17 8NE.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The charity has taken the exemption available from presenting a statement of cash flows in its individual financial statements. The charity is a parent entity and prepares publicly available consolidated financial statements, which are intended to give a true and fair view and include a consolidated statement of cash flows.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and equipment	25% on cost
Fixtures and fittings	25% on cost
Computers	33% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	5,054	-	5,054	862	-	862
Grants	9,105	3,938	13,043	10,843	13,525	24,368
	<u>14,159</u>	<u>3,938</u>	<u>18,097</u>	<u>11,705</u>	<u>13,525</u>	<u>25,230</u>

4 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
FNEP	540,052	206,262
PM Sessions	3,174	613
Parental fees	1,202,524	1,123,496
Community centre hire	252	858
Party income	1,140	1,200
Agency fees	10,311	21,318
Caras office hire		9,329
Caras community centre		2,288
Consultancy charges	6,849	9,682
BC/ASOC fees	621,507	705,648
Management fees	-	1,745
Wages reimbursed	18,358	14,100
Sundry income	41,251	18,757
Registration fees	8,309	8,793
Training income	1,183	4,300
Other trading activities	<u>2,454,911</u>	<u>2,128,388</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	9,673	7,813

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Expenditure on charitable activities

	Central	St Pauls	Penwortham OSC	Fledglings on the common	Fledglings at the palace	St Annes OSC	Fledglings Tooting	AOSC	Fledglings Kindergarten	Fledglings at Rockstone Road	Total	Total
	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2025 £	2024 £
Direct costs												
Staff costs	410,233	28,141	162,552	193,016	118,282	31,624	307,613	54,426	68,417	6,961	1,381,265	1,297,399
Depreciation and impairment	2,535	-	-	-	-	-	-	-	-	-	2,535	2,139
Running costs	109,808	1,401	18,274	32,307	68,369	3,105	48,387	1,762	6,393	413	290,219	257,363
Insurance	3,139	375	1,961	1,653	1,962	396	3,488	1,069	549	208	14,800	22,830
Telephone	5,792	533	2,477	2,676	2,492	538	6,090	489	2,580	488	24,155	17,768
Postage and Stationary	4,023	-	-	-	13	-	-	-	-	-	4,036	2,574
Advertising	-	-	-	-	-	-	-	-	-	-	-	3,056
Sundry	180	-	-	-	75	-	-	-	-	-	255	5,100
Training	3,383	125	-	25	-	-	-	-	-	-	3,533	5,330
Senif Funding	-	-	-	-	-	-	-	-	-	-	-	14,318
Agency staff	-	5,509	17,603	73,425	71,936	3,071	29,978	6,397	13,871	1,510	223,300	236,915
Rent	14,834	10,153	17,451	6,600	94,500	-	14,340	2,250	-	4,400	164,528	166,702
	553,927	46,236	220,319	309,702	357,630	38,735	409,896	66,393	91,810	13,980	2,108,626	2,031,494
Support	13,850	3,989	18,335	28,160	36,198	3,734	34,555	3,924	6,186	1,929	150,860	158,198
Governance	2,871	324	1,728	1,350	1,350	324	1,674	720	324	135	10,800	16,285
	570,648	50,549	240,382	339,212	395,178	42,793	446,125	71,037	98,320	16,044	2,270,286	2,205,977

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7	Net movement in funds	2025	2024
		£	£
	The net movement in funds is stated after charging/(crediting):		
	Fees payable for the audit of the charity's financial statements	4,525	6,824
	Depreciation of owned tangible fixed assets	2,535	2,139
		<u> </u>	<u> </u>
8	Support costs allocated to activities	2025	2024
		£	£
	Staff costs	150,861	158,196
	Governance costs	10,800	16,286
		<u> </u>	<u> </u>
		161,661	174,482
		<u> </u>	<u> </u>
	Analysed between:		
	Central	161,661	174,482
		<u> </u>	<u> </u>
9	Auditor's remuneration		
	Fees payable to the charity's auditor and associates:	2025	2024
		£	£
	For audit services		
	Audit of the financial statements of the charity	4,525	6,824
		<u> </u>	<u> </u>
10	Trustees		
	None of the trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.		
11	Employees		
	The average monthly number of employees during the year was:		
		2025	2024
		Number	Number
		87	89
		<u> </u>	<u> </u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11	Employees	(Continued)	
	Employment costs	2025 £	2024 £
	Wages and salaries	1,407,996	1,330,018
	Social security costs	73,419	77,482
	Other pension costs	43,755	34,809
		<u>1,525,170</u>	<u>1,442,309</u>

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

Remuneration of key management personnel

During the financial year, aggregate payments of £45,714 (2024: £40,404) were made to those considered to be key management personnel.

12	Other expenditure	Unrestricted funds 2025 £	Unrestricted funds 2024 £
	Financing costs	<u>1,663</u>	<u>3,234</u>

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Tangible fixed assets

	Plant and equipment £	Fixtures and fittings £	Computers £	Total £
Cost				
At 1 April 2024	101,050	2,171	21,071	124,292
Additions	344	2,019	-	2,363
At 31 March 2025	101,394	4,190	21,071	126,655
Depreciation and impairment				
At 1 April 2024	100,967	896	17,807	119,670
Depreciation charged in the year	86	930	1,519	2,535
At 31 March 2025	101,053	1,826	19,326	122,205
Carrying amount				
At 31 March 2025	341	2,364	1,745	4,450
At 31 March 2024	83	1,276	3,263	4,622

15 Debtors

	2025 GROUP £	2024 GROUP £	2025 CHARITY £	2024 CHARITY £
Amounts falling due within one year:				
Trade debtors	50,482	5,282	49,885	4,487
Amounts owed by subsidiary undertakings	-	-	1,864	-
Other debtors	2,588	7,182	2,588	1,625
Prepayments and accrued income	36,429	32,920	34,838	32,043
	89,499	45,384	89,175	38,155

16 Creditors: amounts falling due within one year

	GROUP 2025 £	GROUP 2024 £	CHARITY 2025 £	CHARITY 2024 £
Other taxation and social security	51,136	55,074	15,988	14,945
Deferred income	7,249	60,425	7,248	60,425
Trade creditors	9,337	8,683	7,410	8,310
Amounts owed to subsidiary undertakings	-	-	-	21,804
Other creditors	17,464	16,650	9,425	8,611
Accruals	48,359	18,230	34,197	14,430
	133,545	159,062	74,268	128,525

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

17 Deferred income

	2025	2024
	£	£
Other deferred income	7,249	60,425
	<u>7,249</u>	<u>60,425</u>

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	7,249	60,425
	<u>7,249</u>	<u>60,425</u>
Movements in the year:		
Deferred income at 1 April 2024	60,425	35,606
Released from previous periods	(60,425)	(35,606)
Resources deferred in the year	7,249	60,425
	<u>7,249</u>	<u>60,425</u>
Deferred income at 31 March 2025	<u>7,249</u>	<u>60,425</u>

Deferred income relates to FNEP grant income for the Spring term.

18 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	43,755	34,809
	<u>43,755</u>	<u>34,809</u>

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
£	£	£	£
42,016	3,938	(637)	45,317
<u>42,016</u>	<u>3,938</u>	<u>(637)</u>	<u>45,317</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

(Continued)

Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
	42,809	13,525	(14,318)	42,016

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
General funds	464,295	2,478,743	(2,271,312)	671,726

Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	511,282	2,147,906	(2,194,893)	464,295

21 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 March 2025:			
Tangible assets	4,450	-	4,450
Current assets/(liabilities)	667,276	45,317	712,593
	671,726	45,317	717,043

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	4,622	-	4,622
Current assets/(liabilities)	459,673	42,016	501,689
	464,295	42,016	506,311

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Related party transactions

Consultancy fees of £6,849 (2024: £9,132) were received from Ethelburga Early Years Centre, a group setting of Childcare and Business Consultancy Services. At the year end, £nil (2024: £5,557) was due from Ethelburga Early Years Centre.

Agency fees of £533,200 (2024 - £470,376) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 25 Blakenham Road, Tooting, London, SW17 8NE

23 Subsidiaries

These financial statements are consolidated with the inclusion of the below subsidiary.

Details of the Charity's subsidiary at 31 March 2025 are as follows:

Name of undertaking and company number	Registered office	Nature of business	Class of	% Held	
			shares held	Direct	Indirect
Childcare Answered Ltd - 06549518	25 Blakenham Road, London, England SW17 8NE	Provision of childcare	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries included in the consolidation was as follows:

Name of undertaking and company number	Profit/(Loss)	Capital and Reserves
	£	£
Childcare Answered Ltd - 06549518	-	12,411

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

24	Cash generated from operations	2025 £	2024 £
	Surplus/(deficit) for the year	210,732	(47,780)
	Adjustments for:		
	Investment income recognised in statement of financial activities	(9,673)	(7,813)
	Depreciation and impairment of tangible fixed assets	2,535	2,139
	Movements in working capital:		
	(Increase)/decrease in debtors	(44,115)	9,046
	Increase in creditors	27,659	42,768
	(Decrease)/increase in deferred income	(53,176)	24,819
	Cash generated from operations	<u>133,962</u>	<u>23,179</u>

25 Analysis of changes in net funds

The Charity had no material debt during the year.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

England & Wales - Charity number 1083895

Accounts

Charity registration number 1083895

Company registration number 04060959 (England and Wales)

**CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND
SUBSIDIARY**

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms C Thurgood Mr R J Parker Mr H R Jenkins
Secretary	Mrs R Khalid
Charity number	1083895
Company number	04060959
Registered office	108 Battersea High Street London SW11 3HP
Auditor	Kirk Rice LLP Zeeta House 200 Upper Richmond Road Putney London United Kingdom SW15 2SH

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

This financial year, we have effectively maintained our budgets by closely monitoring our expenditures consistently throughout the year. Financial reviews are conducted regularly during full Executive Committee meetings. This process allows for informed and structured discussions and decisions. As mentioned previously, our charity employs a financial software called Xero, which is crucial given the scale of our financial operations. We have implemented an effective reporting system that enhances our financial oversight, and also making it easier to track and manage children's placement fees in a more systematic way.

Many of our centrally managed groups have done quite well, with some making more profit than others. We keep a close eye on each location to meet their needs effectively. We also help families financially by subsidising childcare fees for their children and giving discounts for siblings. This support is especially helpful for our settings in disadvantaged areas, allowing them to stay financially stable while providing quality childcare. As a result, we can continue to offer affordable childcare services in the community.

However, we have growing concerns about the government's initiative for the schools to implement a national wrap-around programme. This initiative has already had an adverse impact as schools are beginning to take over the management of out-of-school care provided by our charity on school premises. This shift threatens the financial stability of our operations and could undermine the quality and affordability of childcare services we offer. All centrally managed and member settings have received a good Ofsted outcome.

All centrally managed settings received a special resource grant (an internally allocated budget), which we aim to sustain in the coming years. We remain responsive to the needs of our member groups and the communities they serve, ensuring that our financial decisions do not impose a burden on the Association.

The charity is committed to staff welfare and well-being. It continues to work with Health Assured and intends to implement a staff wellbeing day soon. To stay competitive, staff wages are kept aligned with the marketing trend.

We anticipate that our trading arm, Childcare Answered, will continue to make a meaningful financial contribution to the charity, as it has in the past. Our goal is to explore additional avenues for generating income from this source to further support the charity's mission.

Mr H R Jenkins

Chairman

Date: 6 March 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The primary aims of Childcare and Business Consultancy Services ("CBCS") as defined in its Constitution are "to advance the education and development of children up to the age of 11 years by encouraging parents to understand and provide for the needs of their children through community groups by:

- Encouraging the formation of groups offering appropriate play facilities, together with the opportunity for parents to take responsibility for and to become involved in the activities of such groups.
- Offering continuing support, encouragement and help to such groups, and in particular to ensure that such groups offer opportunity for all children regardless of race, culture, religion, disability or means.
- Holding courses, discussions, conferences and meetings and publishing magazines, books, pamphlets and papers relating to the aforesaid aims.
- Developing or encouraging appropriate training for the achievement of the aforesaid aims.
- Encouraging the study of the needs of such children and their families and advancing the education of the general public in recognition of such needs.
- Co-operating with other charitable organisations having similar aims anywhere in the world.
- Co-operating with statutory and other services.
- Doing all such other lawful things that are necessary or desirable for the attainment of the aforesaid aim."

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

Achievements and performance

Significant activities and achievements against objectives

During this year we have provided consultancy and payroll services to 4-member settings. We have provided full management service to the 8 centrally managed throughout the year. The level of support varies dependant on the needs of individual groups at any one time. Our advisory team are experienced in being able to determine the greatest need and directing their energies to support where it is most needed. All centrally managed settings have been given a special resource grant that we aim to keep in place moving forward.

We have achieved our objectives overall throughout the year by serving the member groups and the centrally managed groups.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

In our commitment to charitable initiatives, we offer subsidised childcare places for eligible children enrolled in various centrally managed groups through our trading entity, Childcare Answered Limited. This initiative addresses the needs of families who may struggle to afford the full costs, ensuring that quality childcare options remain accessible to all. We have now established a more formal process for our settings to request full or partial funding for a child's placement. This enhancement enables CBCS to deliver more comprehensive information in our reporting.

We continue to ensure a high level of commitment to the safe recruitment of staff both in our centrally managed groups and also in the advice and support given to member groups in relation to this issue. We do not compromise on the safety of the children in our care, which means we apply stringent recruitment procedures to support this, both in our centrally managed groups and in the member groups that we work with.

Our recruitment process involves thorough vetting and background checks of candidates to ensure that those selected are fit and appropriate to work with children and young people. We conduct regular reviews of our employment policy to maintain high standards. Our goal is to ensure that both member groups and centrally managed teams have the required percentage of qualified staff as specified by EYFS and OFSTED, and we strive to exceed these standards whenever possible.

Additionally, we focus on achieving a balanced mix of experienced staff and younger team members to promote stability within each group. To tackle staffing shortages, we initially hire employees through our staffing agency, allowing them to remain there until their employment verifications are completed and they are offered permanent positions. Our newly redesigned main and mini websites are now live, and we are leveraging additional social media platforms to help address staffing and occupancy challenges. The charity has teamed up with Health Assured to offer specialized support for all employees concerning their mental health, overall well-being and additionally have plans to introduce a staff wellbeing day soon. To remain competitive, staff salaries within different roles are kept to match current market trends. CBCS has collaborated with the online training portal to address the continuous professional development needs of both permanent and temporary staff. Furthermore, we collaborate with external trainers and local government resources to provide essential training, including First Aid, Food Safety, and SGL. Additionally, we are working in close partnership with apprentice providers to enhance staff learning and development while also aligning with government initiatives. Currently, we have three apprentices undergoing training.

In the 2023-24 fiscal year, CBCS operates 4 Out of School Clubs (OSCs), offering limited holiday care services at one location, with plans to possibly expand soon.

CBCS works closely with the management of member groups and staff to ensure high-quality care is provided, along with tailored learning plans and opportunities for each child. The designated CEA offers support through in-person visits and phone consultations to ensure adherence to OFSTED, EYFS, and policy standards.

We maintain our excellent childcare services while keeping them affordable. All our settings are registered with OFSTED, serving children from 6 months to 11 years old. Our early years settings are eligible for government funding for children aged 9 months to 5 years, providing care for fifteen or thirty hours each week. To offer more tailored support for children in need, several early years settings have successfully obtained SEN grants. All centrally managed and member settings have received a good Ofsted outcome.

Our committed managers and central team collaborate effectively to support new employees, ensuring that all policies and procedures are properly implemented. We highlight the importance of adhering to established procedures and effective policies to meet OFSTED and other regulatory requirements. All pertinent policies undergo regular reviews and are updated as needed to comply with any statutory changes. Furthermore, the central team, in partnership with the IT consultant, are dedicated to improving cyber and online security, guaranteeing that our data protection strategies are strong enough to prevent any possible breaches.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

We continue to support the ideal of working towards integrated services for children across the Borough of Wandsworth and surrounded areas through both member groups and centrally managed groups. Our Early Years settings offer Early Years funding places for children aged from 9 months to 5 years old children.

We're constantly searching for new methods to raise funds for the charity. The charity's trading arm, Childcare Answered, has supported the work of the organisation in the past by receiving donations for various projects, such as resource grants and towards childcare space subsidies for eligible families. Although the redevelopment of the CA website is still in progress, it is promoted on the main page of the charity's website. Additional social media platforms are being used to improve registration and attract new customers. The focused efforts of the central team members have resulted in an increase in CA recruitment recently, which will positively affect the charity's support. The plan to bring on a recruitment consultant is still in the plans, and it is anticipated that the post will be filled soon.

Childcare Answered was originally formed in June 2008 and aims to continue to develop its reputation as a provider of quality temporary staff. We regularly provide agency staff cover in most member groups and also at Children's Centre crèche provisions in Wandsworth. We also service other local authority groups when crèche services are required. Our thanks to those Member Groups who have supported the work of Childcare Answered during these difficult times. The trading arm has contributed £55,220.51 towards the cost of operating the charity this year.

Financial review

The Group holds reserves totalling £506,311 split between restricted funds of £42,016 and unrestricted funds of £464,295. The results for the year and the charity's financial position at the end of the year are shown in detail in the attached financial statements. These comply with current statutory requirements and the charity's constitution.

Reserves policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The consolidated reserves as at 31 March 2024 total £506,311 (31 March 2023: £554,091). The Directors recognise that the financial reserves are at an appropriate level for the charity's activities and will be monitored continuously.

Major risks

Risk Review

The Directors have conducted their own review of the major risks to which the charity is exposed, and systems have been established to mitigate those risks. External risks to funding have led to the development of a strategic plan, which will allow for the development of our Reserves Policy.

The structure of the Board is stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

Structure, governance and management

Introduction

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy charges. In addition, we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

The trustees delegate day-to-day management of the charity to Chief Executive Officer Robina Khalid who is currently still in this position as at the date of signing the financial statements.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms C Thurgood

Mr G Stephen

Mr R J Parker

Mr H R Jenkins

(Resigned 26 November 2024)

Recruitment and appointment of trustees

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

The structure of the Board changed during the year, as the Chair, Graeme Stephen resigned and was subsequently replaced post year end. The structure is typically stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

The company's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the company at the year end were equivalent to 1.44 day's purchases, based on the average daily amount invoiced by suppliers during the year.

Qualifying third party indemnity provisions

Legal Status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational structure

CBCS currently manages seven groups directly. The financial accounts provided do not reflect the results of the member groups, as they operate independently. For the financial year ended 31st March 2024, there were nine groups under the central management of CBC Services. Effective 24th July, 2024, the management of Allfarthing OSC has been transitioned in-house by the school following the implementation of the national wrap-around program. Additionally, a small playgroup has ceased operations due to financial difficulties stemming from low enrolment, effective July 24, 2024. The staff from this facility have been reassigned to another group under the direct management of CBCS.

The financial outcomes of the centrally managed groups differ, but collectively, they contribute positively to the overall income of the Charity and will, in the long run, bolster its initiatives with member groups.

Relationship with wider network

Related parties

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2024*

Please note (CM) denotes centrally managed Groups.

PUTNEY

Ashburton Playgroup (Member setting)
Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Playhouse Playgroup (Member setting)
Fledglings on the Commons (CM)

BATTERSEA

Ethelburga Early Years (Member setting)
Fledglings Kindergarten (AYR childcare services are offered since April 2024) (CM)

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)
Fledglings at Rookstone Road has discontinued its childcare services as of 24th July 2024, due to low occupancy.

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE only

Penwortham Out of School Care (CM)
Allfarthing Out of School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 24th July 2024.
St Anne's After School Care (CM)

The trustees' report was approved by the Board of Trustees.

Mr H R Jenkins

Trustee

6 March 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors of Childcare and Business Consultancy Services and Subsidiary for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Opinion

We have audited the consolidated financial statements of Childcare and Business Consultancy Services (the 'charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheet, the consolidated statement of cashflow and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the charity's activities, the key functions undertaken on behalf of the Board by management and by service organisations, and the overall control environment. Based on this understanding we assessed those aspects of the charity's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006, Charities Act 2022, FRS 102, and regulations such as the Children Act 1989 and 2004 which affect the charity.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charity financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
- Enquiries of management;
- Considering the effectiveness of control environment in monitoring compliance with laws and regulations.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody (Senior Statutory Auditor)
for and on behalf of Kirk Rice LLP

6 March 2025

Statutory Auditor

Zeeta House
200 Upper Richmond Road
Putney
London
United Kingdom
SW15 2SH

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	3	11,705	13,525	25,230	29,184	28,757	57,941
Other trading activities	4	2,128,388	-	2,128,388	1,717,822	-	1,717,822
Investments	5	7,813	-	7,813	1,876	-	1,876
Total income		2,147,906	13,525	2,161,431	1,748,882	28,757	1,777,639
Expenditure on:							
Charitable activities	6	2,191,659	14,318	2,205,977	1,712,841	13,981	1,726,822
Other expenditure	12	3,234	-	3,234	3,224	-	3,224
Total expenditure		2,194,893	14,318	2,209,211	1,716,065	13,981	1,730,046
Net income/(expenditure) and movement in funds		(46,987)	(793)	(47,780)	32,817	14,776	47,593
Reconciliation of funds:							
Fund balances at 1 April 2023		511,282	42,809	554,091	478,465	28,033	506,498
Fund balances at 31 March 2024		464,295	42,016	506,311	511,282	42,809	554,091

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2024

		GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
	Notes				
Fixed assets					
Tangible assets	14	4,622	3,834	2,529	3,834
Investments		-	-	4	4
		<u>4,622</u>	<u>3,834</u>	<u>2,533</u>	<u>3,838</u>
Current assets					
Debtors	15	45,384	54,430	38,155	68,854
Cash at bank and in hand		615,367	587,302	581,741	537,003
		<u>660,751</u>	<u>641,732</u>	<u>619,896</u>	<u>605,857</u>
Creditors: amounts falling due within one year	16	(159,062)	(91,475)	(128,525)	(66,808)
Net current assets		<u>501,689</u>	<u>550,257</u>	<u>491,371</u>	<u>539,049</u>
Total assets less current liabilities		<u>506,311</u>	<u>554,091</u>	<u>493,904</u>	<u>542,887</u>
Net assets excluding pension liability		<u>506,311</u>	<u>554,091</u>	<u>493,904</u>	<u>542,887</u>
		<u><u>506,311</u></u>	<u><u>554,091</u></u>	<u><u>493,904</u></u>	<u><u>542,887</u></u>
The funds of the Charity					
Restricted income funds	19	42,016	42,809	42,016	42,809
Unrestricted funds		464,295	511,282	451,888	500,078
		<u>506,311</u>	<u>554,091</u>	<u>493,904</u>	<u>542,887</u>
		<u><u>506,311</u></u>	<u><u>554,091</u></u>	<u><u>493,904</u></u>	<u><u>542,887</u></u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024, although an audit has been carried out under section 144 of the Charities Act 2011.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2024

The financial statements were approved by the trustees on 6 March 2025

Mr H R Jenkins
Trustee

Company registration number 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from operations	24		23,179		77,607
Investing activities					
Purchase of tangible fixed assets		(2,927)		(4,892)	
Investment income received		7,813		1,876	
Net cash generated from/(used in) investing activities			4,886		(3,016)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			28,065		74,591
Cash and cash equivalents at beginning of year			587,302		512,711
Cash and cash equivalents at end of year			615,367		587,302

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Childcare and Business Consultancy Services and Subsidiary is a private company limited by guarantee incorporated in England and Wales. The registered office is 108 Battersea High Street, London, SW11 3HP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Plant and equipment	25% on cost
Fixtures and fittings	25% on cost
Computers	33% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2024**

3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	862	-	862	7,400	-	7,400
Other grants recieved	10,843	13,525	24,368	21,784	28,757	50,541
	<u>11,705</u>	<u>13,525</u>	<u>25,230</u>	<u>29,184</u>	<u>28,757</u>	<u>57,941</u>

4 Income from other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
FNEP	206,262	230,442
PM Sessions	613	5,086
Parental fees	1,123,496	828,948
Community centre hire	858	558
Party income	1,200	1,115
Agency fees	21,318	25,088
Caras office hire	9,329	14,337
Caras community centre	2,288	4,985
Consultancy charges	9,682	-
BC/ASOC fees	705,648	563,656
Management fees	1,745	13,369
Wages reimbursed/Sundry income/Start up loan repayment: EDIT	14,100	7,108
Sundry income	18,757	16,300
Registration fees	8,793	5,400
Training income	4,300	1,430
	<u>2,128,388</u>	<u>1,717,822</u>
Other trading activities		

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest receivable	<u>7,813</u>	<u>1,876</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

6 Expenditure on charitable activities

	Central	St Pauls	Penwortham OSC	Fledglings on the common	Fledglings at the palace	St Annes OSC	Fledglings Tooting	Allfarthing OSC	Fledglings Kindergarten	Fledglings at Rookstone Road	Total	Total
	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2024 £	2023 £
Direct costs												
Staff costs	33,870	37,938	181,975	199,111	270,713	39,149	357,719	138,514	8,249	30,161	1,297,399	975,986
Depreciation and impairment	2,057	-	-	-	-	-	-	-	82	-	2,139	1,999
Running costs	103,659	2,145	2,033	29,338	55,306	12,582	47,151	928	2,568	1,653	257,363	240,340
Insurance	4,309	1,244	2,634	2,201	2,634	1,797	3,066	2,633	1,071	1,241	22,830	14,077
Telephone	4,163	530	2,073	1,656	1,497	539	4,820	530	1,430	530	17,768	15,670
Postage and stationery	1,813	-	-	-	-	-	761	-	-	-	2,574	1,273
Advertising	-	-	129	991	545	30	1,093	-	268	-	3,056	2,939
Sundry	230	-	-	-	-	-	100	-	4,770	-	5,100	7,552
Training	3,110	-	220	520	220	110	1,040	-	-	110	5,330	2,695
Committee expenses	-	-	-	-	-	-	-	-	-	-	-	(287)
Senif Funding	-	-	-	491	-	-	13,827	-	-	-	14,318	14,268
Agency staff	-	3,393	15,622	76,732	84,862	8,714	43,503	3,715	374	-	236,915	101,241
Rent	12,958	8,585	17,451	6,727	94,500	1,689	14,617	5,625	-	4,550	166,702	158,286
	166,169	53,835	222,137	317,767	510,277	64,610	487,697	151,945	18,812	38,245	2,031,494	1,536,039

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

6 Expenditure on charitable activities

(Continued)

Share of support and governance costs (see note 7)

Support	158,198	-	-	-	-	-	-	-	-	-	158,198	176,237
Governance	2,557	571	2,392	2,014	2,011	596	2,610	2,392	571	571	16,285	14,546
	<u>326,924</u>	<u>54,406</u>	<u>224,529</u>	<u>319,781</u>	<u>512,288</u>	<u>65,206</u>	<u>490,307</u>	<u>154,337</u>	<u>19,383</u>	<u>38,816</u>	<u>2,205,977</u>	<u>1,726,822</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2024**

7 Support costs allocated to activities

	2024	2023
	£	£
Staff costs	158,196	176,237
Governance costs	16,286	14,546
	<u>174,482</u>	<u>190,783</u>
Analysed between:		
Central	<u>174,482</u>	<u>190,783</u>

8 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	6,824	4,021
Depreciation of owned tangible fixed assets	2,139	1,999
	<u>8,963</u>	<u>6,020</u>

9 Auditor's remuneration

Fees payable to the charity's auditor and associates:	2024	2023
	£	£
For audit services		
Audit of the financial statements of the charity	<u>6,824</u>	<u>4,021</u>

10 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

11 Employees

The average monthly number of employees during the year was:

2024	2023
Number	Number
<u>89</u>	<u>67</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2024**

11 Employees	(Continued)	
Employment costs	2024 £	2023 £
Wages and salaries	1,330,018	1,051,236
Social security costs	77,482	55,756
Other pension costs	34,809	45,231
	<u>1,442,309</u>	<u>1,152,223</u>

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

Remuneration of key management personnel

During the financial year, aggregate payments of £44,040 (2023: £40,404) were made to those considered to be key management personnel.

12 Other expenditure	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Financing costs	<u>3,234</u>	<u>3,224</u>

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

14 Tangible fixed assets

	Plant and equipment £	Fixtures and fittings £	Computers £	Total £
Cost				
At 1 April 2023	101,050	471	19,844	121,365
Additions	-	1,701	1,226	2,927
At 31 March 2024	101,050	2,172	21,070	124,292
Depreciation and impairment				
At 1 April 2023	100,885	471	16,175	117,531
Depreciation charged in the year	82	425	1,632	2,139
At 31 March 2024	100,967	896	17,807	119,670
Carrying amount				
At 31 March 2024	83	1,276	3,263	4,622
At 31 March 2023	165	-	3,669	3,834

15 Debtors

	2024 GROUP £	2023 GROUP £	2024 CHARITY £	2023 CHARITY £
Amounts falling due within one year:				
Trade debtors	5,282	30,277	4,487	29,201
Amounts owed by subsidiary undertakings	-	-	-	18,489
Other debtors	7,182	1,625	1,625	1,625
Prepayments and accrued income	32,920	22,528	32,043	19,539
	45,384	54,430	38,155	68,854

16 Creditors: amounts falling due within one year

	GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
Other taxation and social security	55,074	29,886	14,945	14,316
Deferred income	60,425	35,606	60,425	29,724
Trade creditors	8,683	14,253	8,310	14,253
Amounts owed to subsidiary undertakings	-	-	21,804	-
Other creditors	16,650	4,770	8,611	4,555
Accruals	18,230	6,960	14,430	3,960
	159,062	91,475	128,525	66,808

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2024**

17 Deferred income

	2024	2023
	£	£
Other deferred income	60,425	35,606
	<u> </u>	<u> </u>

Deferred income is included in the financial statements as follows:

	2024	2023
	£	£
Deferred income is included within:		
Current liabilities	60,425	35,606
	<u> </u>	<u> </u>
Movements in the year:		
Deferred income at 1 April 2023	35,606	-
Released from previous periods	(35,606)	-
Resources deferred in the year	60,425	35,606
	<u> </u>	<u> </u>
Deferred income at 31 March 2024	60,425	35,606
	<u> </u>	<u> </u>

Deferred income relates to FNEP grant income for the Spring term.

18 Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	34,809	45,231
	<u> </u>	<u> </u>

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
£	£	£	£
42,809	13,525	(14,318)	42,016
<u> </u>	<u> </u>	<u> </u>	<u> </u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

19 Restricted funds (Continued)

Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
	28,033	28,757	(13,981)	42,809

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	511,282	2,147,906	(2,194,893)	464,295

Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
General funds	478,465	1,748,882	(1,716,065)	511,282

21 Analysis of net assets between funds

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	4,622	-	4,622
Current assets/(liabilities)	459,673	42,016	501,689
	464,295	42,016	506,311

	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
At 31 March 2023:			
Tangible assets	3,834	-	3,834
Current assets/(liabilities)	507,448	42,809	550,257
	511,282	42,809	554,091

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

22 Related party transactions

Consultancy fees of £9,132 (2023: £9,925) were received from Ethelburga Early Years Centre, a group setting of Childcare and Business Consultancy Services. At the year end, £5,557 (2023: £nil) was due from Ethelburga Early Years Centre.

Agency fees of £470,376 (2023 - £248,507) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 108 Battersea High Street, Battersea, London, SW11 3HP.

23 Subsidiaries

These financial statements are consolidated with the inclusion of the below subsidiary.

Details of the Charity's subsidiary at 31 March 2024 are as follows:

Name of undertaking and company number	Registered office	Nature of business	Class of	% Held	
			shares held	Direct	Indirect
Childcare Answered Ltd - 06549518	108 Battersea High Street, Battersea, London, SW11 3HP	Provision of childcare	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries included in the consolidation was as follows:

Name of undertaking and company number	Profit/(Loss)	Capital and Reserves
	£	£
Childcare Answered Ltd - 06549518	1,204	12,411

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

24	Cash generated from operations	2024 £	2023 £
	(Deficit)/surplus for the year	(47,780)	47,593
	Adjustments for:		
	Investment income recognised in statement of financial activities	(7,813)	(1,876)
	Depreciation and impairment of tangible fixed assets	2,139	1,999
	Movements in working capital:		
	Decrease/(increase) in debtors	9,046	(7,982)
	Increase in creditors	42,768	2,267
	Increase in deferred income	24,819	35,606
	Cash generated from operations	23,179	77,607

25 Analysis of changes in net funds

The Charity had no material debt during the year.

26 Prior period adjustment

Changes to the balance sheet

	At 31 March 2023		
	As previously reported £	Adjustment £	As restated £
Capital funds			
Income funds			
Restricted funds	42,809	-	42,809
Unrestricted funds	511,282	-	511,282
Total equity	554,091	-	554,091

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

26 Prior period adjustment

(Continued)

	At 31 March 2023		
	As previously reported	Adjustment	As restated
	£	£	£
Changes to the profit and loss account			
	Period ended 31 March 2023		
	As previously reported	Adjustment	As restated
	£	£	£
Other trading activities	1,665,502	(178,122)	1,487,380
Charitable activities	1,904,944	(178,122)	1,726,822
Net movement in funds	47,593	-	47,593

Notes to reconciliation

Removal of management charges

A prior period adjustment has been recognised in order to correct a material misstatement in the comparative figures. The misstatement relates to the recognition of management charges between each setting which did not meet the definition of income under Section 23 of FRS102. As the management income has a corresponding charge to each setting, this has had no impact on the equity of the charity.

Accounts

Charity registration number 1083895

Company registration number 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms C Thurgood Mr H R Jenkins Mr R J Parker Mr G Stephen
Secretary	Mrs R Khalid
Charity number	1083895
Company number	04060959
Registered office	Katherine Low Settlement 108 Battersea High Street Battersea London SW11 3HP
Auditor	Kirk Rice LLP Zeeta House 200 Upper Richmond Road Putney London SW15 2SH

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

During this financial year we have kept within the budgets by closely monitoring these throughout the year. Finances are monitored at full in executive committee meetings regularly. This means the full board is in receipt of a detailed report and enables any discussions and decisions are made in an informed and structured way.

As previously mentioned the charity uses a finance package called Xero, given the amount of money we handle overall. We now have an efficient reporting system in place along with improved financial control. This has also made it easier to centrally track and record the children placement fees in a more organised manner.

Most centrally managed groups have operated effectively, with some outperforming others in terms of profitability. Overall, we keep an eye on each location independently to ensure that we are able to respond when required, such as extending opening hours or increasing registered numbers with Ofsted in two OSC services to meet requests from the school and parents.

This year, we were forced to raise our consulting fees due to the significant increase in the rate of inflation and other commodities. This implies that the Charity can keep helping them.

The fact that the groups' fees and fund-raising income are mostly on target overall illustrates the extent of the work which goes on in the groups. Groups that operate in areas of high deprivation and are still able to continue to be financially viable are a testament to the quality of service they provide.

All of the centrally managed settings received a special resource grant, which we hope to maintain in the upcoming years. We keep attending to the requirements of the communities and member groups.

We continue to respond to the needs of the member groups and the communities which they serve. We are in a process to take over the management of two member groups and have recently increased the registered numbers with Ofsted in few settings to meet the demand. We continue to ensure that decisions are made on the basis of sound finances that will not prove to be a burden for the Association.

We hope that the trading arm Childcare Answered will made a reasonable financial contribution to the work of the charity in forthcoming years as done in the past. It is our intention to ensure that we aim to look at ways to generate more income from this source to help to ensure that we do not limit this excellent source of good income into the Charity.



.....
Graeme Stephen
Chairman

26/01/2024
Date:

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The primary aims of Childcare and Business Consultancy Services ("CBCS") as defined in its Constitution are "to advance the education and development of children up to the age of 11 years by encouraging parents to understand and provide for the needs of their children through community groups by:

- Encouraging the formation of groups offering appropriate play facilities, together with the opportunity for parents to take responsibility for and to become involved in the activities of such groups.
- Offering continuing support, encouragement and help to such groups, and in particular to ensure that such groups offer opportunity for all children regardless of race, culture, religion, disability or means.
- Holding courses, discussions, conferences and meetings and publishing magazines, books, pamphlets and papers relating to the aforesaid aims.
- Developing or encouraging appropriate training for the achievement of the aforesaid aims.
- Encouraging the study of the needs of such children and their families and advancing the education of the general public in recognition of such needs.
- Co-operating with other charitable organisations having similar aims anywhere in the world.
- Co-operating with statutory and other services.
- Doing all such other lawful things that are necessary or desirable for the attainment of the aforesaid aim."

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education.

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

Achievements and performance

During this year we have provided consultancy and payroll services to 5 member settings. We have provided full management service to the 8 centrally managed throughout the year apart from one setting which was closed in February 2022. This was because of the low occupancy at the setting which resulted in the setting getting into financial difficulties. The level of support varies dependant on the needs of individual Groups at any one time. Our advisory team are experienced in being able to determine the greatest need and directing their energies to support where it is most needed.

We have achieved our objectives overall throughout the year by serving the member groups and the centrally managed groups.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

As part of our charitable work, we have offered reduced cost places for children attending several of our centrally managed Groups via our trading arm Childcare Answered Limited which is used where there is a need, in order to ensure quality places are available where parents may not be able to cover the full costs themselves run on.

A more formal procedure is now in place for our settings to make an application for full or part funding for a child's place. This allows CBCS to provide greater details when reporting on this.

We continue to ensure a high level of commitment to safe recruitment of staff both in our centrally managed Groups and also in the advice and support given to member Groups in relation to this issue. We do not compromise on the safety of the children in our care, which means we apply stringent recruitment procedures to support this both in our centrally managed Groups and in the member Groups that we work with.

Our recruitment procedures require vetting and checking of candidates to ensure that those people recruited are suitable and appropriate to work with children and young people. A review of the Employment Policy takes place regularly. We aim to ensure that member groups and centrally managed groups have at least the right percentage of qualified staff as laid down in EYFS and by the OFSTED and where possible that the requirements are exceeded. We also aim to ensure a good balance in Groups of mature staff teams against younger members in order to ensure stability in the individual teams.

In order to address the staffing shortage, employees are initially hired through our staffing agency and remain there until their further employment verifications are finished and they are offered a permanent position with the company. The redesigned main and mini websites are operational, and the increased utilization of additional social media platforms should alleviate the issues related to staffing and occupancy.

All settings are now registered with an online training portal, which is also available to Agency staff, in order to support the CPD needs of the employees. Moreover, the charity uses outside trainers and the local government to deliver the required training, such as First Aid, Food and Hygiene, SGL, etc.

The charity has partnered with Health Assured to provide more specialized support to all employees regarding their mental health and general well-being.

Currently, CBCS has four ASCs and OSCs. In response to requests from the school and parents, we have increased the number of registered users in two OSC services with Ofsted.

The holiday scheme is offered on a limited scale, on one site with the possibility of expanding it in the near future.

CBCS and our member groups work hard with parents in all our settings, to encourage them to take an active part in their children's education and development as we believe this will enable parents to realise the positive contribution they make to their children's well-being. We also promote the value to affordable childcare as a beneficial service for parents, where children are in quality settings with their care and development being nurtured whatever the circumstances of their family.

CBCS also work closely with the member groups management and the staff teams to help ensure high quality care is provided and they have an individualized learning plans and opportunities offered to all the children. The designated CEA offers advice by visit and on telephone to ensure that the OFSTED, EYFS and policies requirements are met.

We maintain our high standard of childcare services while keeping costs reasonable. Since all of our settings have registered with OFSTED, children ages two, three, and four can apply for funding of fifteen or thirty hours. In order to give the children who are in need more individualized care, numerous early years settings were successful in obtaining SEN grants.

Our advisory team, which works closely with the settings and supports new staff members to ensure that all policies and procedures are implemented, continues to focus on the importance of appropriate procedures and effective policies in meeting the OFSTED requirement. After our policies and procedures have been reviewed, the revised versions have been distributed to all staff members for reading and signature.

The central team and the IT consultant are collaborating closely to improve cyber and online security and make sure that data protection measures are sufficiently stringent to prevent any potential breaches.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

We continue to support the ideal of working towards integrated services for children across the Borough of Wandsworth and surrounded areas through both member groups and centrally managed groups. Our Early Years groups make use of the universal 3 and 4-year-old funding towards the full unit cost. We also received funding for 15 hours for some eligible 2-year-olds children.

We're constantly searching for new methods to bring in money. The charity's trading arm, Childcare Answered, has supported the work of the organization in the past by receiving donations for various projects, such as resource grants and towards childcare space subsidies for eligible families. Although the redevelopment of the CA website is still in progress, it is promoted on the main page of the charity's website. Additional social media platforms are being used to improve registration and attract new customers. The focused efforts of the central team members have resulted in an increase in CA recruitment recently, which will positively affect the charity's support. The plan to bring on a recruitment consultant is still on track, and it is anticipated that the post will be filled soon.

Childcare Answered was originally formed in June 2008 and aims to continue to develop its reputation as a provider of quality temporary staff. We regularly provide agency staff cover in most member groups and also at Children's Centre crèche provisions in Wandsworth. We also service other local authority groups when crèche services are required. Our thanks to those Member Groups who have supported the work of Childcare Answered during these difficult times. The trading arm has contributed £47,500 towards the cost of operating the charity this year.

Financial review

The results for the year and the charity's financial position at the end of the year are shown in the attached financial statements. These comply with current statutory requirements and the charity's constitution.

Reserves Policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The Directors recognise that once again financial reserves are low and that this continues to be a critical time for the association.

Risk Review

The Directors have conducted their own review of the major risks to which the charity is exposed, and systems have been established to mitigate those risks. External risks to funding have led to the development of a strategic plan, which will allow for the development of our Reserves Policy.

Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. The charity regularly evaluates these procedures to ensure they continue to fulfil its requirements. This is particularly important in light of the 2021 incident involving the misappropriation of funds, which was promptly addressed. As a result, the charity has implemented more robust strategies to minimize the risk of future misappropriation. Additionally, discussions with auditors have been initiated to enhance the safeguarding of the charity's funds.

Structure, governance and management

Introduction

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy charges, although the number of Groups has fallen during the year. In addition we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms C Thurgood

Mr C Hanks

(Resigned 10 September 2023)

Mr H R Jenkins

Mr R J Parker

Mr G Stephen

Recruitment and Appointment of Directors

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

The structure of the Board is stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

Legal Status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The Company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational Structure

Childcare & Business Consultancy Services operated with a Management Committee consisting of 5 members. The Management Committee has met regularly during school term times and are responsible for the strategic direction and policy of the charity.

All the current Directors are experienced in the work of the charity. All the current Directors have been subject to an enhanced Disclosure & Barring check to ensure their continued suitability.

Robina Khalid was appointed the Company's CEO from March 2021.

Organisation

CBCS has now 9 directly managed groups. (As per the notice from the Companies House, the old Company Rookstone Road will be dissolved on the 12th of December 2023, under new name, Fledglings at Rookstone is currently fully under CBCS management). The attached accounts do not include the financial results of the member groups, as they separately constituted. There were 8 Groups this year that are centrally managed by CBC Services however because of the growing financial stress in result of the low occupancy one setting was closed in February 2022. The staff team of that setting were adjusted in other CBCS directly managed group.

The staff team have worked with the Executive Committee to find ways of generating income that will assist with the long term sustainability of the work of the Charity overall. The financial performance of the centrally managed Groups varies but overall they make a healthy contribution to the overall income of the Charity and in the long term will support its work with member Groups.

Related Parties

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Please note (CM) denotes centrally managed Groups.

PUTNEY

Ashburton Playgroup

Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Jumping Beans Playgroup (detached from CBCS March 2023)

Playhouse Playgroup

Fledglings on the Commons (CM-AYR nursery reopened September 2022)

BATTERSEA

Ethelburga Early Years

Fledglings Kindergarten (Sessional Play Group)(CM)

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE only

Penwortham Out of School Care (CM)

Allfarthing Out of School Care (CM)

St Annes After School Care (CM - opened September 2019)

The trustees' report was approved by the Board of Trustees.



.....
Mr G Stephen

Trustee 26/01/2024

Dated:

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The trustees, who are also the directors of Childcare and Business Consultancy Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

So far as each trustee is aware, there is no relevant audit information of which the company's auditors are unaware. Each trustee has taken all the steps he ought to have taken as a trustee in order to make himself aware of any relevant audit information, and to establish that the company's auditors are unaware of that information.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Opinion

We have audited the financial statements of Childcare and Business Consultancy Services (the 'Charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the charity's activities, the key functions undertaken on behalf of the Board by management and by service organisations, and the overall control environment. Based on this understanding we assessed those aspects of the charity's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006, Charities Act 2022, FRS, and regulations which affect the company's products.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charity financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
- Enquiries of management;
- Considering the effectiveness of control environment in monitoring compliance with laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody

James Moody (Senior Statutory Auditor)
for and on behalf of Kirk Rice LLP

26/01/2024

.....

Statutory Auditor

Zeeta House
200 Upper Richmond Road
Putney
London
SW15 2SH

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	3	76,682		76,682	72,545	-	72,545
Charitable activities							
Other trading activities	4	1,870,856	28,757	1,899,613	1,722,178	20,119	1,742,297
Investments	5	1,876	-	1,876	74	-	74
HMRC SSP		-	-	-	1,923	-	1,923
HMRC JRS		-	-	-	5,806	-	5,806
Total income		1,949,414	28,757	1,978,171	1,802,526	20,119	1,822,645
Expenditure on:							
Charitable activities	6	1,922,552	13,981	1,936,533	1,802,000	14,162	1,816,162
Other	11	2,965	-	2,965	2,423	-	2,423
Total resources expended		1,925,517	13,981	1,939,498	1,804,423	14,162	1,818,585
Net income for the year/ Net movement in funds		23,897	14,776	38,673	(1,897)	5,957	4,060
Fund balances at 1 April 2022		476,181	28,032	504,213	478,078	22,075	500,153
Fund balances at 31 March 2023		500,078	42,808	542,886	476,181	28,032	504,213

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Fixed assets					
Tangible assets	12		3,834		941
Investments	13		4		4
			<u>3,838</u>		<u>945</u>
Current assets					
Debtors	14	68,854		44,972	
Cash at bank and in hand		537,003		481,952	
		<u>605,857</u>		<u>526,924</u>	
Creditors: amounts falling due within one year	15	(66,808)		(23,656)	
Net current assets			539,049		503,268
Total assets less current liabilities			<u>542,887</u>		<u>504,213</u>
Income funds					
Restricted funds - general			42,809		28,032
Unrestricted funds			500,078		476,181
			<u>542,887</u>		<u>504,213</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023, although an audit has been carried out under section 144 of the Charities Act 2011.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 26/01/2024



.....
Mr G Stephen
Trustee

Company registration number 04060959

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	20		58,067		(30,157)
Investing activities					
Purchase of tangible fixed assets		(4,892)		-	
Investment income received		1,876		74	
Net cash (used in)/generated from investing activities			(3,016)		74
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			55,051		(30,083)
Cash and cash equivalents at beginning of year			481,952		512,035
Cash and cash equivalents at end of year			537,003		481,952

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Childcare and Business Consultancy Services is a private company limited by guarantee incorporated in England and Wales. The registered office is Katherine Low Settlement, 108 Battersea High Street, Battersea, London, SW11 3HP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.5 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.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Equipment	25% on cost
Website	33% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

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

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies	Unrestricted funds		Restricted funds general		Total		Unrestricted funds		Restricted funds general		Total	
	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£
Donations and gifts	54,900		-		54,900		67,135		-		67,135	
Other grants recieved	21,782		28,757		50,539		5,410		20,119		25,529	
	<u>76,682</u>		<u>28,757</u>		<u>105,439</u>		<u>72,545</u>		<u>20,119</u>		<u>92,664</u>	

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

4 Other trading activities

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
FNEP	230,442	242,537
PM Sessions	5,086	2,921
Parental fees	828,948	787,559
Community centre hire	558	1,609
Party income	1,115	595
Cara office hire	14,337	14,996
Cara community centre	4,985	3,366
Consultancy charges	-	1,750
BC/ASOC fees	563,656	429,091
Management fees	191,491	189,399
Wages reimbursed	7,108	14,314
Sundry income	16,300	26,832
Registration fees	5,400	4,569
Training income	1,430	2,640
	<u>1,870,856</u>	<u>1,722,178</u>
Other trading activities		

5 Investments

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Interest receivable	<u>1,876</u>	<u>74</u>

CHILD CARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

6	Charitable activities	Central	St Pauls		Penwortham		Fledglings on the Common		Fledglings at the Palace		St Annes OSC		Fledgling Tooting		Allfarthing OSC Kindergarten		Fledglings at Rookstone Road		Total 2023	Total 2022
			2023	£	2023	£	2023	£	2023	£	2023	£	2023	£	2023	£	2023	£		
	Staff costs	1,203	31,313	124,708	41,062	155,689	28,155	283,592	110,291	-	25,753	801,766	827,801							
	Depreciation and impairment	1,722	-	195	-	-	-	-	-	82	-	1,999	3,965							
	Running costs	78,458	1,916	9,539	21,338	57,698	8,832	54,565	(295)	3,093	1,519	236,663	224,919							
	Insurance	2,870	359	1,044	1,396	1,588	395	1,552	443	1,681	629	12,406	9,808							
	Telephone	3,108	403	1,256	1,353	1,325	741	5,278	440	956	436	15,296	13,141							
	Postage and stationery	1,224	-	-	-	-	-	49	-	-	-	1,273	2,602							
	Advertising	656	-	381	50	441	60	881	381	89	-	2,939	2,405							
	Sundry	3,865	70	(549)	6,290	120	(209)	(2,182)	-	(413)	-	6,992	2,758							
	Training	1,152	-	220	220	440	110	330	-	110	138	2,720	3,336							
	Committee expenses	-	-	-	-	-	-	(287)	-	-	-	(287)	6,550							
	SENIF funding	-	-	-	-	287	-	13,981	-	-	-	14,268	7,612							
	Agency staff	-	3,214	20,906	27,343	214,452	9,740	26,741	683	9,433	4,595	317,107	131,786							
	Rent	16,510	7,699	13,390	6,288	95,099	1,299	13,601	-	4,400	-	158,286	185,014							
	Share of support costs (see note 7)	110,768	44,974	171,090	105,340	527,139	49,123	398,101	111,943	19,431	33,070	1,571,428	1,421,697							
	Share of governance costs (see note 7)	177,440	5,577	25,094	-	67,283	4,213	48,837	22,927	30	4,161	354,359	382,765							
		8,438	99	401	338	338	99	437	401	99	99	10,746	11,700							
		296,646	50,650	196,184	105,340	594,422	53,435	446,938	135,271	19,560	37,330	1,936,533	1,816,162							

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

6 Charitable activities													(Continued)
Analysis by fund													
Unrestricted funds	297,652	50,650	196,184	105,340	594,135	53,785	433,244	135,271	19,560	36,731	1,922,552	1,802,000	
Restricted funds - general	-	-	-	-	287	-	13,694	-	-	-	13,981	14,162	
	297,652	50,650	196,184	105,340	594,422	53,785	446,938	135,271	19,560	36,731	1,936,533	1,816,162	

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

7 Support costs

	Support costs £	Governance costs £	2023 £	Support costs £	Governance costs £	2022 £
Staff costs	176,237	-	176,237	207,726	-	207,726
Management fees	178,122	-	178,122	175,039	-	175,039
Audit fees	-	4,021	4,021	-	4,902	4,902
Accountancy	-	6,725	6,725	-	6,798	6,798
	<u>354,359</u>	<u>10,746</u>	<u>365,105</u>	<u>382,765</u>	<u>11,700</u>	<u>394,465</u>
Analysed between Charitable activities	<u>354,359</u>	<u>10,746</u>	<u>365,105</u>	<u>382,765</u>	<u>11,700</u>	<u>394,465</u>

Governance costs includes payments to the auditors of £4,021 (2022 - £4,902) for audit fees.

8 Trustees

None of the trustees (or any persons connected with them) incurred any expenses, or received any remuneration or benefits from the Charity during the year.

9 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	<u>54</u>	<u>58</u>
Employment costs	2023 £	2022 £
Wages and salaries	885,005	942,529
Social security costs	55,756	63,082
Other pension costs	37,242	29,916
	<u>978,003</u>	<u>1,035,527</u>

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11 Other

	Unrestricted funds	Unrestricted funds
	2023	2022
Financing costs	2,965	2,423
	<u>2,965</u>	<u>2,423</u>

12 Tangible fixed assets

	Equipment £	Website £	Total £
Cost			
At 1 April 2022	101,050	2,150	103,200
Additions	-	4,892	4,892
	<u>101,050</u>	<u>7,042</u>	<u>108,092</u>
At 31 March 2023	101,050	7,042	108,092
Depreciation and impairment			
At 1 April 2022	100,109	2,150	102,259
Depreciation charged in the year	776	1,223	1,999
	<u>100,885</u>	<u>3,373</u>	<u>104,258</u>
At 31 March 2023	100,885	3,373	104,258
Carrying amount			
At 31 March 2023	<u>165</u>	<u>3,669</u>	<u>3,834</u>
At 31 March 2022	<u>941</u>	<u>-</u>	<u>941</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2023**

13 Fixed asset investments

Other investments

Cost or valuation

At 1 April 2022 & 31 March 2023

4

Carrying amount

At 31 March 2023

4

At 31 March 2022

4

Other investments comprise:

Notes

2023

£

2022

£

Investments in subsidiaries

19

4

4

14 Debtors

Amounts falling due within one year:

2023

£

2022

£

Trade debtors

29,201

10,998

Amounts owed by subsidiary undertakings

18,489

-

Other debtors

1,625

17,910

Prepayments and accrued income

19,539

16,064

68,854

44,972

15 Creditors: amounts falling due within one year

2023

£

2022

£

Other taxation and social security

14,316

-

Trade creditors

14,253

344

Other creditors

4,555

-

Accruals and deferred income

33,684

23,312

66,808

23,656

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

16 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2023 are represented by:						
Tangible assets	3,834	-	3,834	941	-	941
Investments	4	-	4	4	-	4
Current assets/(liabilities)	496,240	42,809	539,049	475,236	28,032	503,268
	<u>500,078</u>	<u>42,809</u>	<u>542,887</u>	<u>476,181</u>	<u>28,032</u>	<u>504,213</u>

17 Related party transactions

Agency fees of £317,107 (2022 - £131,787) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 108 Battersea High Street, Battersea, London, SW11 3HP.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

18 Movement in Funds

	At 1.4.22	Net movement	Transfers	At 31.3.23
	£	in fund £	between funds £	£
Unrestricted funds				
Central fund	226,141	(29,993)	220,258	416,406
Penwortham	48,059	58,463	(11,925)	94,596
St Pauls	49,372	(6,839)	(10,589)	31,943
Fledglings on the Common	(235,834)	(44,167)	(9,249)	(289,250)
Fledglings at the palace	312,480	(11,457)	(93,739)	207,284
Derinton Community centre	12,547	(3,511)	(1,438)	7,598
Fledglings Tooting	32,569	1,818	(22,544)	11,843
Fledglings Tooting & OSC	(8,635)	4,605	(30,722)	(34,752)
Fledglings Kindergarten	(29,050)	(11,920)	(969)	(41,939)
Allfarthing OSC	85,472	72,960	(23,684)	134,748
St Annes ASC.	(18,984)	1,283	(13,809)	(31,511)
Fledglings at Rookstone Road	2,045	(7,718)	(1,589)	(7,262)
	<u>476,181</u>	<u>23,522</u>	<u>-</u>	<u>499,703</u>
Restricted				
Central fund	31,860	15,063	-	46,923
Fledglings Tooting	(5,459)	-	-	(5,459)
Fledglings at The Palace	1,631	-	-	1,631
Fledglings Tooting & OSC	-	(287)	-	(287)
	<u>27,032</u>	<u>14,776</u>	<u>-</u>	<u>41,808</u>
TOTAL FUNDS	<u><u>504,213</u></u>	<u><u>38,299</u></u>	<u><u>-</u></u>	<u><u>542,512</u></u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

18 Movement in Funds

(Continued)

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Central fund	265,445	(295,438)	(29,993)
Penwortham	254,591	(196,128)	58,463
St Pauls	44,081	(50,920)	(6,839)
Fledglings on the Common	61,109	(105,276)	(44,167)
Fledglings at the palace	582,335	(593,793)	(11,457)
Derinton Community centre	5,543	(9,054)	(3,511)
Fledglings Tooting	372,204	(370,386)	1,818
Fledglings Tooting & OSC	71,808	(67,203)	4,605
Fledglings Kindergarten	2,415	(14,335)	(11,920)
Allfarthing OSC	212,787	(139,828)	72,960
St Annes ASC.	46,139	(44,857)	1,283
Fledglings at Rookstone Road	29,611	(37,329)	(7,718)
	<u>1,948,069</u>	<u>(1,924,547)</u>	<u>23,522</u>
Restricted			
Central fund	28,757	(13,694)	15,063
Fledglings Tooting	-	-	-
Fledglings at The Palace	-	-	-
Fledglings Tooting & OSC	-	(287)	(287)
	<u>28,757</u>	<u>(13,981)</u>	<u>14,776</u>
TOTAL FUNDS	<u><u>1,976,826</u></u>	<u><u>(1,938,528)</u></u>	<u><u>38,298</u></u>

19 Subsidiaries

These financial statements are separate Charity financial statements for CBCS.

Details of the Charity's subsidiaries at 31 March 2023 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Childcare Answered Ltd	108 Battersea High Street, Battersea, London, SW11 3HP	Provision of childcare	Ordinary	100.00	

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

19 Subsidiaries

(Continued)

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss) £	Capital and Reserves £
Childcare Answered Ltd	8,917	11,207

The parent, Childcare and Business Consultancy Services, is exempt from presenting consolidated financial statements under FRS102 exemptions due to being in the small companies regime.

20 Cash generated from operations	2023 £	2022 £
Surplus for the year	38,674	4,060
Adjustments for:		
Investment income recognised in statement of financial activities	(1,876)	(74)
Depreciation and impairment of tangible fixed assets	1,999	3,965
Movements in working capital:		
(Increase) in debtors	(23,882)	(2,219)
Increase/(decrease) in creditors	43,152	(35,889)
Cash generated from/(absorbed by) operations	58,067	(30,157)

21 Analysis of changes in net funds

The Charity had no debt during the year.

Accounts

Charity registration number 1083895

Company registration number 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms C Thurgood Mr C Hanks Mr H R Jenkins Mr R J Parker Mr G Stephen
Secretary	Mrs R Khalid
Charity number	1083895
Company number	04060959
Registered office	Katherine Low Settlement 108 Battersea High Street Battersea London SW11 3HP
Auditor	Kirk Rice LLP Zeeta House 200 Upper Richmond Road Putney London SW15 2SH

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

During this financial year we have kept within the budgets by closely monitoring these throughout the year. Finances are monitored at full Executive Committee meetings regularly. This means the full Board is in receipt of a detailed report and enables any discussions and decisions are made in an informed and structured way.

With the size of the overall funds we work with, as mentioned previously the charity is using finance package called XERO. During this year we have transferred all the fee management in all the settings to Xero software as we felt that it will support the recording or reporting of the finances more effectively. This has given us a better control of the finances and a more streamlined way of reporting and monitoring these.

The majority of centrally managed Groups have worked well and some have been financially more successful than others. Overall we monitor each site separately to be sure that we can take action when it is necessary e.g. one group seized its operations in February 2022 in result of the low occupancy which has adverse impact on the finances.

These central developments and the success of the centrally managed groups overall have led us not to increase any charges to our member groups for our work last year, however because of an unprecedented rise in the inflation rate and other commodities we have no other choice but to give a small percentage rise to our consultancy charges this year. This means that the Charity can continue to support them.

Fees and fundraising income within the groups are mainly on target overall and this illustrates the extent of the work which goes on in the groups. Groups that operate in areas of high deprivation and are still able to continue to be financial viable are a testament to the quality of service they provide. A special resources grant was allocated to all the centrally managed settings and we are hoping to continue this in the coming years.

We continue to respond to the needs of the member groups and the communities which they serve. We are in a process to take over the management of two member groups. We continue to ensure that decisions are made on the basis of sound finances that will not prove to be a burden for the Association.

We hope that the Childcare Answered will made a reasonable financial contribution to the work of the charity in forth coming years as done in past. It is our intention to ensure that we aim to look at ways to generate more income from this source to help to ensure that we do not limit this excellent source of good income into the Charity.



.....
Chairman

31/03/2023
Date:

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The primary aims of Childcare and Business Consultancy Services ("CBCS") as defined in its Constitution are "to advance the education and development of children up to the age of 11 years by encouraging parents to understand and provide for the needs of their children through community groups by:

- Encouraging the formation of groups offering appropriate play facilities, together with the opportunity for parents to take responsibility for and to become involved in the activities of such groups.
- Offering continuing support, encouragement and help to such groups, and in particular to ensure that such groups offer opportunity for all children regardless of race, culture, religion, disability or means.
- Holding courses, discussions, conferences and meetings and publishing magazines, books, pamphlets and papers relating to the aforesaid aims.
- Developing or encouraging appropriate training for the achievement of the aforesaid aims.
- Encouraging the study of the needs of such children and their families and advancing the education of the general public in recognition of such needs.
- Co-operating with other charitable organisations having similar aims anywhere in the world.
- Co-operating with statutory and other services.
- Doing all such other lawful things that are necessary or desirable for the attainment of the aforesaid aim."

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education.

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

Achievements and performance

During this year we have provided consultancy and payroll services to 5 member settings. We have provided full management service to the 8 centrally managed throughout the year apart from one setting which was closed in February 2022. This was because of the low occupancy at the setting which resulted in the setting getting into financial difficulties. The level of support varies dependant on the needs of individual Groups at any one time. Our advisory team are experienced in being able to determine the greatest need and directing their energies to support where it is most needed.

We have achieved our objectives overall throughout the year by serving the member groups and the centrally managed groups.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2022**

As part of our charitable work, we have offered reduced cost places for children attending several of our centrally managed Groups via our trading arm Childcare Answered Limited which is used where there is a need, in order to ensure quality places are available where parents may not be able to cover the full costs themselves run on.

A more formal procedure is now in place for our settings to make an application for full or part funding for a child's place. This allows CBCS to provide greater details when reporting on this.

We continue to ensure a high level of commitment to safe recruitment of staff both in our centrally managed Groups and also in the advice and support given to member Groups in relation to this issue. We do not compromise on the safety of the children in our care, which means we apply stringent recruitment procedures to support this both in our centrally managed Groups and in the member Groups that we work with.

Our recruitment procedures require vetting and checking of candidates to ensure that those people recruited are suitable and appropriate to work with children and young people. A review of the Employment Policy takes place regularly. We aim to ensure that member groups and centrally managed groups have at least the right percentage of qualified staff as laid down in EYFS and by the OFSTED and where possible that the requirements are exceeded. We also aim to ensure a good balance in Groups of mature staff teams against younger members in order to ensure stability in the individual teams.

Recruitment of quality staff continues to be a difficult issue during the year both nationally but more so in the London area. We are constantly looking at refreshing our advertising of vacancies in order to try to tackle this ongoing issue. We have started the redevelopment of our website and the use of social media to counter this critical issue. However this is still an area which gives us cause for concern.

During the year we have registered many settings with the online training portal in order to support the staff's CPD issues and in addition to this used outside training providers on the statutory subjects e.g First Aid, and Safeguarding training for the leaders etc.

CBCS currently has 4 out of School Care schemes. We have resumed 1 holiday scheme provision on a small scale and hoping that it will be extended from the new educational year.

CBCS and our member groups work hard with parents in all our settings, to encourage them to take an active part in their children's education and development as we believe this will enable parents to realise the positive contribution they make to their children's well-being. We also promote the value to affordable childcare as a beneficial service for parents, where children are in quality settings with their care and development being nurtured whatever the circumstances of their family.

We continue to provide top quality services whilst keeping the costs at an affordable level. Groups are registered with the FNEP programme. We also offer 15 hours free childcare for targeted 2 year olds, and 15 and 30 hours universal for 3 and 4 years old.

CBC Services works closely with the member groups management and the staff teams to help ensure high quality care is provided through carefully planned activities. The Childcare & Education Advisor (CEA) offer support through both visits and telephone support to groups. CEA also provide advice and support around the OFSTED processes and how to meet the requirements of EYFS.

With the changing focus of OFSTED and EYFS requirements, this has meant that a greater attention is given by our CEA in order for Groups to be up to date with OFSTED developments as they are created.

Effective Policies and appropriate procedures are a key factor in meeting the OFSTED requirements and this continues to be a key focus for our Childcare and Education Advisor, who work with Groups and also with new staff to ensure these are reviewed and discussed at team meetings and underpin all the work that Groups do. The process to review all the policies has been started.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

We continue to support the ideal of working towards integrated services for children across the Borough of Wandsworth and surrounded areas through both member groups and centrally managed groups. Our Early Years groups make use of the universal 3 and 4-year-old funding towards the full unit cost. We also received funding for 15 hours for some eligible 2-year-olds children.

We are always looking at ways of generating income from other sources. The work of Childcare Answered which is the trading arm of the Charity has supported the work of the Charity in past years but in this year the true impact of Covid was felt as there was very minimal level of financial contribution was made by childcare answered to the charity. However as we are returning to some normality we can see the slow but steady uprising trend in the agency staff demand which can benefit the charity again. The pandemic has also affected the time and resources to expend specifically for this development work. We hope to address this issue as developing new customers is essential to the ongoing success of Childcare Answered. We have looked into different ways to update our publicity and marketing and staff strategies. In result we are in a process to update the childcare answered website. We also have plans to hire a recruitment consultant, once the finances will allow us to extend our services to a wider areas.

Childcare Answered was originally formed in June 2008 and aims to continue to develop its reputation as a provider of quality temporary staff. We regularly provide agency staff cover in most member groups and also at Children's Centre crèche provisions in Wandsworth. We also service other local authority groups when crèche services are required. Our thanks to those Member Groups who have supported the work of Childcare Answered during these difficult times. The trading arm has contributed £18,104 towards the cost of operating the charity this year.

Financial review

The results for the year and the charity's financial position at the end of the year are shown in the attached financial statements. These comply with current statutory requirements and the charity's constitution.

Reserves Policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The Directors recognise that once again financial reserves are low and that this is continues to be a critical time for the association.

Risk Review

The Directors have conducted their own review of the major risks to which the charity is exposed, and systems have been established to mitigate those risks. External risks to funding have led to the development of a strategic plan, which will allow for the development of our Reserves Policy.

Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. These procedures are periodically reviewed to ensure that they still meet the needs of the charity. A case of misappropriation of the charity's funds was identified and dealt promptly. All the relevant bodies and authorities, internally and externally were involved and informed including the charity commission. The money has been recovered through the insurance. The charity has put in place more effective strategies to minimise the risk of any further misappropriation of charity funds. This also includes the discussions with the auditors to work more closely in-order to safeguard the charity's funds further.

Structure, governance and management

Introduction

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy charges, although the number of Groups has fallen during the year. In addition we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms C Thurgood
Mr C Hanks
Mr H R Jenkins
Mr R J Parker
Mr G Stephen

Recruitment and Appointment of Directors

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

The structure of the Board is stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

Legal Status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The Company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational Structure

Childcare & Business Consultancy Services operated with a Management Committee consisting of 6 members. The Management Committee has met regularly during school term times and are responsible for the strategic direction and policy of the charity.

All the current Directors are experienced in the work of the charity. All the current Directors have been subject to an enhanced Disclosure & Barring check to ensure their continued suitability.

Robina Khalid was appointed the Company's CEO from March 2021. One Childcare and Education advisor has resigned and left the company. A new CEA was employed from March 2021.

Organisation

CBCS has now 7 directly managed groups. The attached accounts do not include the financial results of the member groups, as they separately constituted. There were 8 Groups this year that are centrally managed by CBC Services however because of the growing financial stress in result of the low occupancy one setting was closed in February 2022. The staff team of that setting were adjusted in other CBCS directly managed group.

The staff team have worked with the Executive Committee to find ways of generating income that will assist with the long term sustainability of the work of the Charity overall. The financial performance of the centrally managed Groups varies but overall they make a healthy contribution to the overall income of the Charity and in the long term will support its work with member Groups.

Related Parties

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Please note (CM) denotes centrally managed Groups.

PUTNEY

Ashburton Playgroup

Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Jumping Beans Playgroup

Playhouse Playgroup

BATTERSEA

Ethelburga Early Years

Fledglings Kindergarten (carers toddler group)(CM)

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE only

Penwortham Out of School Care (CM)

Allfarthing Out of School Care (CM)

St Annes Out of School Care (CM - opened September 2019)

The trustees' report was approved by the Board of Trustees.



.....
Mr G Stephen

Trustee

Dated: 31/03/2023

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The trustees, who are also the directors of Childcare and Business Consultancy Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

So far as each trustee is aware, there is no relevant audit information of which the company's auditors are unaware. Each trustee has taken all the steps he ought to have taken as a trustee in order to make himself aware of any relevant audit information, and to establish that the company's auditors are unaware of that information.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Opinion

We have audited the financial statements of Childcare and Business Consultancy Services (the 'Charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

The impact of uncertainties due to the coronavirus crises on our audit

Uncertainties related to the effects of the coronavirus crisis and the impact this is having on the UK and worldwide economy are relevant to understanding our audit of the financial statements. All audits assess and challenge the reasonableness of estimates made by the directors and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the company's future prospects and performance.

The coronavirus pandemic is a highly unusual event in UK history and it has had a significant impact on both our own and the worldwide economy and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the company's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to the coronavirus outbreak.

Conclusions relating to going concern

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

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

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the charity's activities, the key functions undertaken on behalf of the Board by management and by service organisations, and the overall control environment. Based on this understanding we assessed those aspects of the charity's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006, Charities Act 2022, IFRS, and regulations which affect the company's products.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charity financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
- Enquiries of management;
- Considering the effectiveness of control environment in monitoring compliance with laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody

James Moody (Senior Statutory Auditor)
for and on behalf of Kirk Rice LLP

31/03/2023

.....

Statutory Auditor

Zeeta House
200 Upper Richmond Road
Putney
London
SW15 2SH

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Income from:							
Donations and legacies	3	72,545	20,119	92,664	185,190	-	185,190
Charitable activities							
Other trading activities	4	1,722,178	-	1,722,178	1,214,387	-	1,214,387
Investments	5	74	-	74	115	-	115
HMRC SSP		1,923	-	1,923	2,703	-	2,703
HMRC JRS		5,806	-	5,806	257,687	-	257,687
Total income		1,802,526	20,119	1,822,645	1,660,082	-	1,660,082
Expenditure on:							
Charitable activities	6	1,802,000	14,162	1,816,162	1,634,648	-	1,634,648
Other	10	2,423	-	2,423	463	-	463
Total resources expended		1,804,423	14,162	1,818,585	1,635,111	-	1,635,111
Net (expenditure)/income for the year/							
Net movement in funds		(1,897)	5,957	4,060	24,971	-	24,971
Fund balances at 1 April 2021		478,078	22,075	500,153	453,107	22,075	475,182
Fund balances at 31 March 2022		476,181	28,032	504,213	478,078	22,075	500,153

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	11		941		4,906
Investments	12		4		4
			<u>945</u>		<u>4,910</u>
Current assets					
Debtors	13	44,972		42,753	
Cash at bank and in hand		481,952		512,035	
		<u>526,924</u>		<u>554,788</u>	
Creditors: amounts falling due within one year	14	(23,656)		(59,545)	
Net current assets			503,268		495,243
Total assets less current liabilities			<u>504,213</u>		<u>500,153</u>
Income funds					
Restricted funds - general			28,032		22,075
Unrestricted funds			476,181		478,078
			<u>504,213</u>		<u>500,153</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022, although an audit has been carried out under section 144 of the Charities Act 2011.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

31/03/2023

The financial statements were approved by the Trustees on



.....
Mr G Stephen
Trustee

Company registration number 04060959

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	19		(30,157)		108,377
Investing activities					
Investment income received		74		115	
Net cash generated from investing activities			74		115
Net cash used in financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(30,083)		108,492
Cash and cash equivalents at beginning of year			512,035		403,543
Cash and cash equivalents at end of year			481,952		512,035

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

Childcare and Business Consultancy Services is a private company limited by guarantee incorporated in England and Wales. The registered office is Katherine Low Settlement, 108 Battersea High Street, Battersea, London, SW11 3HP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.5 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.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Equipment	25% on cost
Website	33% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

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

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

3 Donations and legacies

	Unrestricted funds	Restricted funds general	Total	Unrestricted funds
	2022	2022	2022	2021
	£	£	£	£
Donations and gifts	67,135	-	67,135	137,489
Other grants recieved	5,410	20,119	25,529	47,700
	<u>72,545</u>	<u>20,119</u>	<u>92,664</u>	<u>185,189</u>

4 Other trading activities

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
FNEP	242,537	413,889
PM Sessions	2,921	1,365
Parental fees	787,559	504,071
Community centre hire	1,609	225
Party income	595	-
Cara office hire	14,996	18,405
Cara community centre	3,366	-
Consultancy charges	1,750	-
BC/ASOC fees	429,091	179,643
Management fees	189,399	17,493
Wages reimbursed	14,314	18,255
Sundry income	26,832	59,336
Registration fees	4,569	1,705
Training income	2,640	-
Other trading activities	<u>1,722,178</u>	<u>1,214,387</u>

5 Investments

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Interest receivable	<u>74</u>	<u>115</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

6 Charitable activities

	Central	St Pauls	Penwortham	Fledglings on the Common	Fledglings at the Palace	St Annes OSC	Fledgling Tooting	Allfarthing OSC	Fledglings Kindergarten	Fledglings at Rookstone Road	Total 2022	Total 2021
	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £	£	£
Staff costs	-	34,529	134,128	60,687	222,255	32,149	230,205	90,037	-	23,811	827,801	923,388
Depreciation and impairment	694	194	-	728	835	-	1,390	42	82	-	3,965	6,842
Running costs	17,715	1,894	10,117	21,009	75,930	7,405	79,616	9,400	1,389	444	224,919	202,151
Insurance	2,413	567	750	1,069	1,390	263	2,121	379	856	-	9,808	9,661
Telephone	3,104	409	1,809	1,399	1,294	405	3,480	406	563	272	13,141	11,309
Postage and stationery	2,511	-	-	-	91	-	-	-	-	-	2,602	5,408
Advertising	2,362	-	-	-	-	-	-	-	43	-	2,405	735
Sundry	2,005	23	164	70	-	127	147	222	-	-	2,758	15,282
Training	693	-	1,838	240	80	40	320	125	-	-	3,336	3,039
Committee expenses	-	-	-	-	-	-	-	-	-	-	-	110
SENIF funding	-	-	-	-	529	-	13,633	-	-	-	14,162	7,612
Agency staff	65	1,790	6,810	616	87,858	2,071	19,905	-	12,186	485	131,786	57,148
Rent	22,938	5,826	6,047	6,018	113,570	-	26,665	-	3,950	-	185,014	132,619
	54,500	45,232	161,663	91,836	503,832	42,460	377,482	100,611	19,069	25,012	1,421,697	1,375,304
Share of support costs (see note 7)	207,726	5,645	22,085	11,795	65,348	3,451	50,088	-	16,627	-	382,765	248,141
Share of governance costs (see note 7)	11,700	-	-	-	-	-	-	-	-	-	11,700	11,203
	273,926	50,877	183,748	103,631	569,180	45,911	427,570	100,611	35,696	25,012	1,816,162	1,634,648

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

6 Charitable activities

(Continued)

Analysis by fund

Unrestricted funds	273,926	50,877	183,748	103,631	568,651	45,911	413,937	100,611	35,696	25,012	1,802,000	1,634,648
Restricted funds - general	-	-	-	-	529	-	13,633	-	-	-	14,162	-
	<u>273,926</u>	<u>50,877</u>	<u>183,748</u>	<u>103,631</u>	<u>569,180</u>	<u>45,911</u>	<u>427,570</u>	<u>100,611</u>	<u>35,696</u>	<u>25,012</u>	<u>1,816,162</u>	<u>1,634,648</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

7 Support costs

	Support costs £	Governance costs £	2022 Support costs £	Governance costs £	2021 £
Staff costs	207,726	-	207,726	239,919	239,919
Management fees	175,039	-	175,039	8,222	8,222
Audit fees	-	4,902	4,902	-	4,694
Accountancy	-	6,798	6,798	-	6,509
	<u>382,765</u>	<u>11,700</u>	<u>394,465</u>	<u>248,141</u>	<u>259,344</u>
Analysed between Charitable activities	<u>382,765</u>	<u>11,700</u>	<u>394,465</u>	<u>248,141</u>	<u>259,344</u>

Governance costs includes payments to the auditors of £4,902 (2021 - £4,694) for audit fees.

8 Trustees

None of the trustees (or any persons connected with them) incurred any expenses, or received any remuneration or benefits from the Charity during the year.

9 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	<u>58</u>	<u>65</u>
Employment costs	2022 £	2021 £
Wages and salaries	942,529	1,054,886
Social security costs	63,082	71,902
Other pension costs	29,916	36,519
	<u>1,035,527</u>	<u>1,163,307</u>

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

10 Other

Unrestricted funds

2022

2021

Financing costs

2,423

463

2,423

463

11 Tangible fixed assets

Equipment **Website** **Total**
£ **£** **£**

Cost

At 1 April 2021

101,050

2,150

103,200

At 31 March 2022

101,050

2,150

103,200

Depreciation and impairment

At 1 April 2021

96,144

2,150

98,294

Depreciation charged in the year

3,965

-

3,965

At 31 March 2022

100,109

2,150

102,259

Carrying amount

At 31 March 2022

941

-

941

At 31 March 2021

4,906

-

4,906

12 Fixed asset investments

Other investments

Cost or valuation

At 1 April 2021 & 31 March 2022

4

Carrying amount

At 31 March 2022

4

At 31 March 2021

4

Other investments comprise:

Notes

2022
£

2021
£

Investments in subsidiaries

18

4

4

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13 Debtors

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	10,998	160
Other debtors	17,910	1,625
Prepayments and accrued income	16,064	40,968
	<u>44,972</u>	<u>42,753</u>

14 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	344	12,084
Other creditors	-	46,562
Accruals and deferred income	23,312	899
	<u>23,656</u>	<u>59,545</u>

15 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Tangible assets	941	-	941	4,906	-	4,906
Investments	4	-	4	4	-	4
Current assets/(liabilities)	475,236	28,032	503,268	473,168	22,075	495,243
	<u>476,181</u>	<u>28,032</u>	<u>504,213</u>	<u>478,078</u>	<u>22,075</u>	<u>500,153</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

16 Movement in Funds

	At 1.4.21	Net movement	Transfers	At 31.3.22
	£	in fund £	between funds £	£
Unrestricted funds				
Central fund	29,534	(4,915)	201,522	226,141
Penwortham	53,851	15,750	(21,542)	48,059
St Pauls	54,647	(3,774)	(1,501)	49,372
Fledglings on the Common	(176,616)	(51,083)	(8,135)	(235,834)
Fledglings at the palace	324,475	54,405	(66,400)	312,480
Derinton Community centre	9,534	3,013	-	12,547
Fledglings Tooting	191,969	(90,065)	(69,335)	32,569
Fledglings Tooting & OSC	(43,956)	47,992	(12,671)	(8,635)
Fledglings Kindergarten	6,646	(35,696)	-	(29,050)
Allfarthing OSC	39,637	68,487	(22,652)	85,472
St Annes ASC.	(11,643)	(3,485)	(3,856)	(18,984)
Fledglings at Rookstone Road	-	(2,526)	4,571	2,045
	<u>478,078</u>	<u>(1,897)</u>	<u>-</u>	<u>476,181</u>
Restricted				
Central fund	22,075	9,785	-	31,860
Fledglings Tooting	-	(5,459)	-	(5,459)
Fledglings at the palace	:	1,631	-	1,631
	<u>22,075</u>	<u>(3,673)</u>	<u>-</u>	<u>18,402</u>
TOTAL FUNDS	<u><u>500,153</u></u>	<u><u>4,060</u></u>	<u><u>-</u></u>	<u><u>504,213</u></u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

16 Movement in Funds

(Continued)

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Central fund	270,219	(275,134)	(4,915)
Penwortham	199,720	(183,970)	15,750
St Pauls	47,103	(50,877)	(3,774)
Fledglings on the Common	52,770	(103,853)	(51,083)
Fledglings at the palace	623,219	(568,814)	54,405
Derinton Community centre	3,013	-	3,013
Fledglings Tooting	324,028	(414,093)	(90,065)
Fledglings Tooting & OSC	47,998	(6)	47,992
Fledglings Kindergarten	-	(35,696)	(35,696)
Allfarthing OSC	169,321	(100,834)	68,487
St Annes ASC.	42,649	(46,134)	(3,485)
Fledglings at Rookstone Road	22,486	(25,012)	(2,526)
	<u>1,802,526</u>	<u>(1,804,423)</u>	<u>(1,897)</u>
Restricted			
Central fund	9,785	-	9,785
Fledglings Tooting	8,174	(13,633)	(5,459)
Fledglings at the palace	2,160	(529)	1,631
	<u>1,822,645</u>	<u>(1,818,585)</u>	<u>4,060</u>

17 Related party transactions

Agency fees of £131,787 (2021 - £57,148) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 108 Battersea High Street, Battersea, London, SW11 3HP.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

18 Subsidiaries

These financial statements are separate Charity financial statements for CBCS.

Details of the Charity's subsidiaries at 31 March 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Childcare Answered Ltd	England	Provision of childcare	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Childcare Answered Ltd	(16,824)	2,290

The parent, Childcare and Business Consultancy Services, is exempt from presenting consolidated financial statements under FRS 102 exemptions due to the subsidiary being 100% owned by the parent.

19 Cash generated from operations	2022	2021
	£	£
Surplus for the year	4,060	24,971
Adjustments for:		
Investment income recognised in statement of financial activities	(74)	(115)
Depreciation and impairment of tangible fixed assets	3,965	6,842
Movements in working capital:		
(Increase)/decrease in debtors	(2,219)	23,134
(Decrease)/increase in creditors	(35,889)	53,545
Cash (absorbed by)/generated from operations	(30,157)	108,377

20 Analysis of changes in net funds

The Charity had no debt during the year.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

England & Wales - Charity number 1083895

Accounts

Charity Registration No. 1083895

Company Registration No. 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms C Thurgood Mr Clive Hanks Mr H R Jenkins Mr R J Parker Mr Graeme Stephen
Secretary	Mrs Robina Khalid
Charity number	1083895
Company number	04060959
Registered office	Katherine Low Settlement 108 Battersea High Street Battersea London SW11 3HP
Auditor	Kirk Rice LLP Zeeta House 200 Upper Richmond Road Putney London SW15 2SH

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The primary aims of the association as defined in its Constitution are "to advance the education and development of children up to the age of 11 years by encouraging parents to understand and provide for the needs of their children through community groups by:

- Encouraging the formation of groups offering appropriate play facilities, together with the opportunity for parents to take responsibility for and to become involved in the activities of such groups.
- Offering continuing support, encouragement and help to such groups, and in particular to ensure that such groups offer opportunity for all children regardless of race, culture, religion, disability or means.
- Holding courses, discussions, conferences and meetings and publishing magazines, books, pamphlets and papers relating to the aforesaid aims.
- Developing or encouraging appropriate training for the achievement of the aforesaid aims.
- Encouraging the study of the needs of such children and their families and advancing the education of the general public in recognition of such needs.
- Co-operating with other charitable organisations having similar aims anywhere in the world.
- Co-operating with statutory and other services.
- Doing all such other lawful things that are necessary or desirable for the attainment of the aforesaid aim."

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education.

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2021***

Achievements and performance

During this year we have provided consultancy services to 5 member settings, however in August 2020 one member settings withdrew association with CBC Services. We continue to have full management service to the 8 centrally managed Groups. The level of support varies dependant on the needs of individual Groups at any one time. Our advisory team are experienced in being able to determine the greatest need and directing their energies to support where it is most needed.

We have achieved our objectives overall throughout the year by serving the member groups and the centrally managed groups.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

As part of our charitable work, we have offered reduced cost places for children attending several of our centrally managed Groups via our trading arm Childcare Answered which is used where there is a need, in order to ensure quality places are available where parents may not be able to cover the full costs themselves.

A more formal procedure is now in place for our settings to make an application for full or part funding for a child's place. This allows CBCS to provide greater details when reporting on this.

We continue to ensure a high level of commitment to safe recruitment of staff both in our centrally managed Groups and also in the advice and support given to member Groups in relation to this issue. We do not compromise on the safety of the children in our care, which means we apply stringent recruitment procedures to support this both in our centrally managed Groups but further in the member Groups that we work with.

Our recruitment procedures require vetting and checking of candidates to ensure that those people recruited are suitable and appropriate to work with children and young people. A review of the Employment Policy has taken place during the year. We aim to ensure that member groups and centrally managed groups have at least the right percentage of qualified staff as laid down by the OFSTED recommendations and where possible that the requirements are exceeded. We also aim to ensure a good balance in Groups of mature staff teams against younger members in order to ensure stability in the individual teams.

Recruitment of quality staff continues to be a difficult issue during the year both nationally but more so in the London area. We are constantly looking at refreshing our advertising of vacancies in order to try to tackle this ongoing issue. This is still an area which gives us cause for concern.

During the year we have arranged for 3 more members of staff to undertake Forest School Training at level 3. In addition to this we also used an outside training provider for paediatric first aid Forest School training 6 out of 8 members of staff who undertook the Forest School Training took part in this First Aid training.

CBCS currently has 3 After School Care schemes. We have 2 holiday schemes, but we have not been able to operate these during this year due to the pandemic. We are hoping that these will be able to re-open once the Government guidance allows.

CBCS and our member groups work hard with parents in all our settings, to encourage them to take an active part in their children's education and development as we believe this will enable parents to realise the positive contribution they make to their children's well-being. We also promote the value to affordable childcare as a beneficial service for parents, where children are in quality settings with their care and development being nurtured whatever the circumstances of their family.

We continue to provide top quality services whilst keeping the costs at an affordable level. Groups are registered with the FNEP programme. We also offer 15 hours free childcare for targeted 2 year olds, and 15 and 30 hours universal for 3 and 4 years old.

CBC Services works closely with member groups' staff teams to help ensure high quality care is provided through carefully planned activities. The Childcare & Education Advisors (CEA) offer support through both visits and telephone support to groups. CEAs also provide advice and support around the OFSTED process of regulation and inspection. With the changing focus of OFSTED this has meant greater attention to this by our CEAs. We continue to aim for Groups to be up to date with OFSTED developments as they are created.

At the start of this financial year the country was still in lockdown due to the COVID 19 pandemic. Fledglings at the Palace remained open during the whole year to provide a service for children of key workers. All of our other settings re-opened in September 2020 and CBC Services furloughed staff and took advantage of the Job retention Scheme.

Effective Policies and appropriate procedures are a key factor in meeting the OFSTED requirements and this continues to be a key focus for our Childcare and Education Advisors who work with Groups and also with new staff to ensure these are reviewed and discussed at team meetings and underpin all the work that Groups do. The process to review all the policies has been started.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

We continue to support the ideal of working towards integrated services for children across the Borough of Wandsworth and surrounded areas through both member groups and centrally managed groups. Our Early Years groups make use of the universal 3 and 4-year-old funding towards the full unit cost. We also received funding for 15 hours for some eligible 2-year-olds children.

We are always looking at ways of generating income from other sources. The work of Childcare Answered the trading arm of the Charity has once again successfully supported the work of the Charity. Development of the trading arm continues to be hindered by the pandemic which has meant the closure of many childcare provisions,. The pandemic has also affected the time and resources to expend specifically for this development work. We hope to address this issue as developing new customers is essential to the ongoing success of Childcare Answered. Development of the trading arm this year has been hindered by the pandemic.

Childcare Answered was originally formed in June 2008 and aims to continue to develop its reputation as a provider of quality temporary staff. We regularly provide agency staff cover in most member groups and also at Children's Centre crèche provisions in Wandsworth. We also service other local authority groups when crèche services are required. Our thanks to those Member Groups who have supported the work of Childcare Answered during this year. The trading arm has contributed £28,010 towards the cost of operating the Charity during this year. This is a significant contribution are very pleased with this success story.

Financial review

The results for the year and the charity's financial position at the end of the year are shown in the attached financial statements. These comply with current statutory requirements and the charity's constitution.

Reserves Policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The Directors recognise that once again financial reserves are low and that this is continues to be a critical time for the association.

Risk Review

The Directors have conducted their own review of the major risks to which the charity is exposed, and systems have been established to mitigate those risks. External risks to funding have led to the development of a strategic plan, which will allow for the development of our Reserves Policy.

Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charitable company. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

Structure, governance and management

Introduction

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy fees, although the number of Groups has fallen during the year. In addition we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Ms C Edwards
Ms C Thurgood
Mr Clive Hanks
Mr H R Jenkins
Mr R J Parker
Mr Graeme Stephen

(Resigned 2 September 2020)

Recruitment and Appointment of Directors

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

During this year there were three resignations from Board being C Edwards, S Gould and C Yala-Hutchinson. The structure of the Board is stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

Legal Status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The Company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational Structure

Childcare & Business Consultancy Services operated with a Management Committee consisting of 6 members. The Management Committee has met alternative months during school term times and are responsible for the strategic direction and policy of the charity.

All the current Directors are experienced in the work of the charity. All the current Directors have been subject to an enhanced Disclosure & Barring check to ensure their continued suitability.

After more than 20 years' service Kim Bronock CEA decided to leave to take up a new challenge. In March 2021 Jackie Coward Childcare Services Manager retired after 33 years of service. During the year we had two new CEAS join us Martin Lawrence and Sherrill Fitkin and we wish them all the best in their new roles.

Organisation

CBCS has 7 directly managed groups. The attached accounts do not include the financial results of all member groups, as they separately constituted. There are now 8 Groups that are centrally managed by CBC Services.

The staff team have worked with the Executive Committee to find ways of generating income that will assist with the long term sustainability of the work of the Charity overall. The financial performance of the centrally managed Groups varies but overall they make a healthy contribution to the overall income of the Charity and in the long term will support its work with member Groups.

Related Parties

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Please note (CM denotes centrally managed Groups)

PUTNEY

Ashburton Playgroup

Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Jumping Beans Playgroup

Playhouse Playgroup

Derinton Community Centre

BATTERSEA

Fledglings on the Common (CM)

Ethelburga Children's Centre

Learning Ladder Children's Centre

Fledglings Kindergarten (CM)

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE

Penwortham Out of School Care (CM)

Allfarthing Out of School Care (CM)

St Annes Out of School Care (CM - opened September 2019)

The trustees' report was approved by the Board of Trustees.



.....
Mr Graeme Stephen

Trustee

Dated: 05/10/2022
.....

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also the directors of Childcare and Business Consultancy Services for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

During this financial year we have kept within the budgets by closely monitoring these throughout the year. Finances are monitored at the monthly full Executive Committee meetings. This means the full Board is in receipt of a detailed report and enables any discussions and decisions are made in an informed and structured way.

With the size of the overall funds we work with, we had felt that the existing system was not adequate to support the recording or reporting of the finances so we worked with Kirk Rice (our auditors), who recommended a new finance package called Xero. During this year we have implemented the use of this new system and training has been provided. We hope that long term this will give us better control of the finances and a more streamlined way of reporting these.

The centrally managed Groups have worked well and some have been financially more successful than others. Overall we monitor each site separately to be sure that we can take action when it is necessary.

These central developments and the success of the centrally managed groups overall will once again mean that the Charity can continue to support its member Groups without any increases to the charges for this work.

Fees and fundraising income within the groups are mainly on target overall and this illustrates the extent of the work which goes on in the groups. Groups that operate in areas of high deprivation and are still able to continue to be financial viable are a testament to the quality of service they provide.

We continue to respond to the needs of the member groups and the communities which they serve. We continue to ensure that decisions are made on the basis of sound finances that will not prove to be a burden for the Association.

Childcare Answered has made a significant financial contribution to the work of the charity during the year which is encouraging. It is our intention to ensure that we aim to look at ways to generate more income from this source to help to ensure that we do not limit this excellent source of good income into the Charity.

Graeme Stephen
- Chairman

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Opinion

We have audited the financial statements of Childcare and Business Consultancy Services (the 'Charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

The impact of uncertainties due to the coronavirus crises on our audit

Uncertainties related to the effects of the coronavirus crisis and the impact this is having on the UK and worldwide economy are relevant to understanding our audit of the financial statements. All audits assess and challenge the reasonableness of estimates made by the directors and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the company's future prospects and performance.

The coronavirus pandemic is a highly unusual event in UK history and it has had a significant impact on both our own and the worldwide economy and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the company's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to the coronavirus outbreak.

Conclusions relating to going concern

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

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

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of trustees

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES

Based on our understanding of the group and its environment, we identified the principal risks of non-compliance with laws and regulations related to the Companies Act 2006 and the Charities Act 2011 and we considered the extent to which non-compliance might have an effect on the financial statements. We also considered the direct impact of these laws and regulations on the financial statements. We evaluated incentives and opportunities for fraudulent manipulation of the financial statements including the risk of override of controls, by the directors, Trustees management and those responsible for, or involved in, the preparation of the underlying accounting records and financial statements, and determined that the principle risks were related to the posting of inappropriate journals to manipulate financial results or conceal the misappropriation of assets and potential management bias in accounting estimates. Audit procedures performed included:

- Testing Journal entries where we identified particular fraud risk criteria.
- Reviewing contracts and agreements.
- Holding discussions with management and the board of directors to identify significant or unusual transactions and known or suspected instances of fraud or non-compliance with laws and regulations.
- Testing estimates and judgements made in preparation of the financial statements.
- Asserting financial statement disclosures, and agreeing these to supporting evidence, for compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting material misstatements due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery or intended misrepresentation through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody

James Moody (Senior Statutory Auditor)
for and on behalf of Kirk Rice LLP

07/02/2022
.....

Chartered Accountants
Statutory Auditor

Zeeta House
200 Upper Richmond Road
Putney
London
SW15 2SH

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Income from:							
Donations and legacies	3	185,190	-	185,190	31,764	-	31,764
<u>Charitable activities</u>							
Other trading activities	4	1,214,387	-	1,214,386	2,050,093	-	2,050,093
Investments	5	115	-	115	386	-	386
HMRC SSP		2,703	-	2,703	-	-	-
HMRC JRS		257,687	-	257,686	-	-	-
Total income		1,660,082	-	1,660,082	2,082,243	-	2,082,243
Expenditure on:							
Charitable activities	6	1,634,648	-	1,634,648	2,082,041	-	2,082,041
Other	10	463	-	463	290	-	290
Total resources expended		1,635,111	-	1,635,111	2,082,331	-	2,082,331
Net income/(expenditure) for the year/							
Net movement in funds		24,971	-	24,971	(88)	-	(88)
Fund balances at 1 April 2020		453,107	22,075	475,182	453,195	22,075	475,270
Fund balances at 31 March 2021		478,078	22,075	500,153	453,107	22,075	475,182

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	11		4,906		11,748
Investments	12		4		4
			<u>4,910</u>		<u>11,752</u>
Current assets					
Debtors	13	42,753		65,887	
Cash at bank and in hand		512,035		403,543	
		<u>554,788</u>		<u>469,430</u>	
Creditors: amounts falling due within one year	14	(59,545)		(6,000)	
Net current assets			495,243		463,430
Total assets less current liabilities			<u>500,153</u>		<u>475,182</u>
Income funds					
Restricted funds - general			22,075		22,075
Unrestricted funds			478,078		453,107
			<u>500,153</u>		<u>475,182</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 05/02/2022



.....
Mr Graeme Stephen
Trustee

Company Registration No. 04060959

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	19		108,377		4,484
Investing activities					
Purchase of tangible fixed assets		-		(2,775)	
Investment income received		115		386	
Net cash generated from/(used in) investing activities			115		(2,389)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			108,492		2,095
Cash and cash equivalents at beginning of year			403,543		401,448
Cash and cash equivalents at end of year			512,035		403,543

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

Childcare and Business Consultancy Services is a private company limited by guarantee incorporated in England and Wales. The registered office is Katherine Low Settlement, 108 Battersea High Street, Battersea, London, SW11 3HP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The Charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

The trustees have considered the impact of the Covid-19 pandemic on the charity including the effect on customers, suppliers, the charity's own staff as well as the overall business environment. The charity has seen a drop in child placement with the early years settings, but the trustees are of the opinion that this drop will reverse as the nationwide lockdown relaxes, however this drop in revenue has been offset to an extent with reduction in variable costs within the nursery settings and use of the furlough scheme. The reserves of the charity have remained stable during the nine months following the year end and therefore the trustees are of the opinion that current indications show that the charity has adequate resources and operational capability to continue to operate and therefore the accounts should be prepared on a going concern basis.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.5 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.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Equipment	25% on cost
Website	33% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Fixed asset investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

A subsidiary is an entity controlled by the Charity. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

1.8 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.11 Taxation

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

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

3	Donations and legacies	Unrestricted funds	Unrestricted funds
		2021	2020
		£	£
	Donations and gifts	137,489	-
	Other grants recieved	47,702	31,764
		<u>185,191</u>	<u>31,764</u>
4	Other trading activities	Unrestricted funds	Unrestricted funds
		2021	2020
		£	£
	FNEP	413,889	401,124
	PM Sessions	1,365	2,538
	Parental fees	504,071	917,617
	Community centre hire	225	490
	Party income	-	5,265
	Cara office hire	18,405	9,083
	Cara community centre	-	8,881
	Consultancy charges	-	32,490
	BC/ASOC fees	179,643	462,869
	Management fees	17,493	163,350
	Wages reimbursed	18,255	10,153
	Sundry income	59,336	8,906
	Registration fees	1,705	3,591
	Holiday care fees	-	15,991
	Training Income	-	2,432
	FOTC open play sessions	-	4,885
	Ad hoc consultancy	-	428
		<u>1,214,387</u>	<u>2,050,093</u>
5	Investments	Unrestricted funds	Unrestricted funds
		2021	2020
		£	£
	Interest receivable	115	386

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

6 Charitable activities

	Central	St Pauls	Penwortham	Fledglings on OSC the Common	Fledglings at the Palace	Derinton	St Annes OSC	Fledgling Tooting	Allfarthing OSC Kindergarten	Fledglings	Total 2021	Total 2020
	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021		
	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs	-	40,006	151,909	67,389	293,132	-	29,962	253,799	87,191	-	923,388	995,642
Depreciation and impairment	863	194	370	812	2,273	-	-	2,245	85	-	6,842	10,257
Running costs	31,690	3,635	7,421	24,428	66,064	9,383	1,675	48,579	6,441	2,835	202,151	252,984
Insurance	1,732	644	1,227	1,485	1,947	-	644	694	644	644	9,661	7,625
Telephone	2,778	348	1,762	901	901	-	378	3,053	378	810	11,309	10,373
Postage and stationery	5,320	52	-	-	-	-	-	36	-	-	5,408	3,304
Advertising	-	-	660	75	-	-	-	-	-	-	735	2,225
Sundry	13,238	60	913	83	162	235	80	112	354	45	15,282	2,590
Training	678	345	180	-	-	-	200	1,060	-	576	3,039	18,091
Committee expenses	110	-	-	-	-	-	-	-	-	-	110	2,349
SENIF funding	-	-	-	-	1,942	-	-	5,670	-	-	7,612	12,315
Agency staff	27	272	5,666	-	30,770	-	397	10,189	9,596	231	57,148	188,162
Rent	18,568	5,628	3,293	6,561	86,625	-	-	9,494	2,450	-	132,619	153,183
	<u>75,004</u>	<u>51,184</u>	<u>173,401</u>	<u>101,734</u>	<u>483,816</u>	<u>9,618</u>	<u>33,336</u>	<u>334,931</u>	<u>107,139</u>	<u>5,141</u>	<u>1,375,304</u>	<u>1,659,100</u>
Share of support costs (see note 7)	231,900	203	1,254	4,032	4,032	82	82	5,120	241	1,195	248,141	411,241
Share of governance costs (see note 7)	11,203	-	-	-	-	-	-	-	-	-	11,203	11,700
	<u>318,107</u>	<u>51,387</u>	<u>174,655</u>	<u>105,766</u>	<u>487,848</u>	<u>9,700</u>	<u>33,418</u>	<u>340,051</u>	<u>107,380</u>	<u>6,336</u>	<u>1,634,648</u>	<u>2,082,041</u>

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2021**

7 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	239,919	-	239,919	247,891	-	247,891
Management fees	8,222	-	8,222	163,350	-	163,350
Audit fees	-	4,694	4,694	-	4,902	4,902
Accountancy	-	6,509	6,509	-	6,798	6,798
	<u>248,141</u>	<u>11,203</u>	<u>259,344</u>	<u>411,241</u>	<u>11,700</u>	<u>422,941</u>
Analysed between Charitable activities	<u>248,141</u>	<u>11,203</u>	<u>259,344</u>	<u>411,241</u>	<u>11,700</u>	<u>422,941</u>

Governance costs includes payments to the auditors of £4,694 (2020 - £4,902) for audit fees.

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

9 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
	<u>65</u>	<u>80</u>
Employment costs	2021 £	2020 £
Wages and salaries	1,054,886	1,130,005
Social security costs	71,902	77,777
Other pension costs	36,519	35,751
	<u>1,163,307</u>	<u>1,243,533</u>

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Other

	Unrestricted funds	Unrestricted funds
	2021	2020
Financing costs	463	290
	463	290
	<u> </u>	<u> </u>

11 Tangible fixed assets

	Equipment £	Website £	Total £
Cost			
At 1 April 2020	101,050	4,794	105,844
At 31 March 2021	<u>101,050</u>	<u>4,794</u>	<u>105,844</u>
Depreciation and impairment			
At 1 April 2020	89,302	4,794	94,096
Depreciation charged in the year	6,842	-	6,842
At 31 March 2021	<u>96,144</u>	<u>4,794</u>	<u>100,938</u>
Carrying amount			
At 31 March 2021	<u>4,906</u>	<u>-</u>	<u>4,906</u>
At 31 March 2020	<u>11,748</u>	<u>-</u>	<u>11,748</u>

12 Fixed asset investments

	Other investments
Cost or valuation	
At 1 April 2020 & 31 March 2021	4
Carrying amount	
At 31 March 2021	4
At 31 March 2020	4

	Notes	2021 £	2020 £
Other investments comprise:			
Investments in subsidiaries	18	4	4

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

13 Debtors

	2021	2020
	£	£
Amounts falling due within one year:		
Trade debtors	160	13
Other debtors	1,625	1,625
Prepayments and accrued income	40,968	64,249
	<u>42,753</u>	<u>65,887</u>

14 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	12,084	-
Other creditors	46,562	5,100
Accruals and deferred income	899	900
	<u>59,545</u>	<u>6,000</u>

15 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	4,906	-	4,906	11,748	-	11,748
Investments	4	-	4	4	-	4
Current assets/ (liabilities)	473,168	22,075	495,243	441,355	22,075	463,430
	<u>478,078</u>	<u>22,075</u>	<u>500,153</u>	<u>453,107</u>	<u>22,075</u>	<u>475,182</u>

16 Movement in Funds

	At 1.4.20	Net movement	Transfers	At 31.3.21
	£	in fund	between funds	£
	£	£	£	£
Unrestricted funds				
Central fund	175,180	(94,224)	(26,366)	54,591
Penwortham	75,120	(34,310)	13,041	53,851
St Pauls	42,156	13,018	(527)	54,647
Fledglings on the Common	(118,658)	(57,958)	-	(176,616)

CHILD CARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

16 Movement in Funds

(Continued)

Fledglings at the palace	180,421	133,882	10,172	324,475
Derinton Community centre	14,541	(7,594)	2,587	9,534
Fledglings Tooting	153,977	53,822	(15,831)	191,969
Fledglings Tooting & OSC	(42,046)	(6,256)	4,346	(43,956)
Fledglings Kindergarten	(44,617)	49,464	1,799	6,646
Allfarthing OSC	27,234	5,077	7,326	39,637
St Annes ASC.	(10,201)	(4,893)	3,451	(11,643)
	453,107	50,028	-	503,136
Restricted				
Central fund	22,075	-	-	22,075
TOTAL FUNDS	475,182	50,028	-	525,211

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Central fund	231,974	(326,197)	(94,224)
Penwortham	139,756	(174,067)	(34,310)
St Pauls	64,604	(51,586)	13,018
Fledglings on the Common	43,839	(101,797)	(57,958)
Fledglings at the palace	622,158	(488,276)	133,882
Derinton Community centre	2,025	(9,619)	(7,594)
Fledglings Tooting	367,398	(313,576)	53,822
Fledglings Tooting & OSC	18,194	(24,450)	(6,256)
Fledglings Kindergarten	55,082	(5,618)	49,464
Allfarthing OSC	112,468	(107,391)	5,077
St Annes ASC.	28,524	(33,418)	(4,893)
	1,686,022	(1,635,995)	50,028
Restricted			
Central fund	-	-	-
TOTAL FUNDS	1,686,022	(1,635,995)	50,028

CHILDCARE AND BUSINESS CONSULTANCY SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

17 Related party transactions

Agency fees of £57,148 (2020 - £188,162) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 108 Battersea High Street, Battersea, London, SW11 3HP.

18 Subsidiaries

These financial statements are separate Charity financial statements for CBCS.

Details of the Charity's subsidiaries at 31 March 2021 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held	
				Direct	Indirect
Childcare Answered Ltd	England	Provision of childcare	Ordinary	100.00	

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss)	Capital and Reserves
	£	£
Childcare Answered Ltd	12,611	19,114

19 Cash generated from operations

	2021 £	2020 £
Surplus/(deficit) for the year	24,971	(89)
Adjustments for:		
Investment income recognised in statement of financial activities	(115)	(386)
Depreciation and impairment of tangible fixed assets	6,842	10,257
Movements in working capital:		
Decrease in debtors	23,134	14,843
Increase/(decrease) in creditors	53,545	(20,141)
Cash generated from operations	108,377	4,484

20 Analysis of changes in net funds

The Charity had no debt during the year.