

Company registration number: 04848315

Charity registration number: 1100327

# Redwood Pre-School

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 August 2022

Field Sullivan Limited  
9 Hare & Bilet  
Blackheath  
SE3 0RB

## **Redwood Pre-School**

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## **Redwood Pre-School**

### **Reference and Administrative Details**

<b>Trustees</b>	Christopher Dell
	Clarence De Silva
	Helen Fawbert
	Nicholas Hallbery
	Farzana Hussain
	Yu Jung Lee
	Kirstie Macqueen
	Anna Patricia Yates
	Stacey Young
<b>Secretary</b>	Christopher Dell
<b>Charity Registration Number</b>	1100327
<b>Company Registration Number</b>	04848315
<b>Registered Office</b>	The Bell Centre 3 Holloway Road London E11 4LD
<b>Principal Office</b>	The Bell Centre 3 Holloway Road London E11 4LD
<b>Independent Examiner</b>	Field Sullivan Limited 9 Hare & Bilet Blackheath SE3 0RB

## **Redwood Pre-School**

### **Trustees' Report**

This report should be read in conjunction with the Annual Report for the year ended 31 August 2022.

#### **Public Benefit**

The view of the management committee is that the charity has had proper regard for its obligations, as a registered charity, towards the Charity Commission's published guidance notes on public benefits. In particular, the charity continues to be fully inclusive whereby all children of the relevant ages are eligible to join the pre-schools services including children with special educational needs and disabilities. The charity has also continued its policy of sharing experiences with organisations of a similar nature, within reasonable geographic bounds.

#### **Aims and organisation**

The principal object of the pre-school is to enhance the development and education of children primarily under statutory school age by encouraging parents to understand and provide for the needs of their children through community groups.

Overall management of the pre-school is the responsibility of the members of the Committee who are elected and co-opted under the terms of the Memorandum & Articles of Association.

Day to day activities are managed by paid staff.

#### **Major changes in aims/organisation during the period**

Closure of the preschool due to non-renewal of lease.

#### **Review of activities and achievements during the period - Reports:**

##### **Chair's Report**

This is sadly the last Chair's report for Redwood Pre-School as it closed its doors at the end of the Summer Term.

This year, the unprecedented challenges due to COVID-19 seemed to ease, ending up in a 'new normal'. Redwood has done its best to adjust to this state of affairs but the previous challenges around financial planning/uncertainty have only increased. As in the previous year, there has been real difficulty in raising extra funds and coupled with lower occupancy following the COVID-19 Pandemic, this has resulted in a stable albeit fragile financial situation.

The management committee has continued to work hard this year to oversee the running of the preschool. We have regular virtual meetings every 4-6 weeks with additional ad-hoc meetings when required.

To make sure all the work gets done the management committee has eight subcommittees which committee members join if they have a particular interest or skill in a specific area. The subgroups allow for more focused work and discussion and are as follows:

- **Staffing:** responsible for reviewing job descriptions and employment contracts of all staff employed by the setting, and also for the recruitment of new staff.
- **Finance:** responsible for budget setting, monitoring income and expenditure, accounting procedures, reviewing salary remuneration, fee rates and ensuring good financial controls are in place and followed.

## **Redwood Pre-School**

### **Trustees' Report**

- Policy: this group meets to update, amend and introduce new policies when the need arises and to comply with legal requirements.
- Disciplinary: this group deals with staff performance when they do not achieve the high standards we expect.
- Grants: this group seeks out funding opportunities through grant-giving bodies to fund particular projects. They complete the application process and ensure that successful grants are spent in accordance with the agreed project.
- Buildings and Contracts: this group identifies improvements needed in order to have a safe environment. It includes putting contracts out to tender and securing the best possible value for work undertaken.
- Fundraising, Publicity and Marketing: responsible for the wide distribution of publicity e.g. posters and leaflets which advertise our services and to maintain relevant and up to date information on our website. In addition, meetings are arranged to plan and organise fundraising events including fun days, sponsored events, and general appeals.
- Bell Centre Lease: responsible for engaging the Freeholder of the Bell Centre to agree an extension/renewal of the lease on the same terms as the original lease.

All committee and subcommittee meetings are minuted and members report back to the full committee meetings where decisions and proposals are ratified.

One of the high priority items this year was the renewal of the Bell Centre lease. Emails were sent requesting the Freeholder to renew the lease on the original terms. Sadly, the Freeholder decided that they wanted a market rent upwards of £140K and since Redwood was unable to afford it, the Freeholder triggered a break clause. The committee agreed to close Redwood permanently at the end of the Summer Term. Since then, the committee has been meeting to make decisions on matters relating to winding down operations.

I would like to take this opportunity to thank all the members of the management committee, past and present, for all their hard work over the years to ensure Redwood has been able to serve the community. I would also like to thank all the staff over the years for their hard work and dedication that made Redwood Pre-School what it is.

This has been a sad end to our beloved preschool, and I will always remain proud to be associated with it. Although my time as Chair has been short, I am truly happy to have met and worked with this wonderful group of people. May Redwood live on in our hearts forever.

Clarence De Silva  
Chair

### **Pre-School Coordinator's Report**

It is with great sadness that I write my report for this year which has been dominated by the devastating news that Redwood Pre-School would close its doors forever at the end of the Summer Term. This was not a decision that the Management Committee chose to take, rather one that was forced upon us by the company that hold the freehold of the Bell Centre.

## **Redwood Pre-School**

### **Trustees' Report**

The Bell Centre has a complicated history. It was originally built in the 1990s as part of the regeneration of the Cathall Estate, on land that belonged to the Shaftsbury Society. This charity agreed to lease the land to the Waltham Forest Housing Action Trust (WFHAT) at a peppercorn rent to be used as part of the redevelopment, with the proviso that it should be used to build a childcare facility. In 1999 Redwood Pre-School moved into one half of the building, initially subject to a License Agreement and then with a sub-lease negotiated with Orient Regeneration (O-Regen) who had taken over the management of the community and economic regeneration tasks of the WFHAT. The preschool has always paid a peppercorn rent in recognition of the importance of its work with under fives in a deprived part of the borough.

Over time there were various changes relating to the head lease - in 2007 the Shaftsbury Society merged with John Grooms to form a new charity called Livability, and in 2012 ORegen went into administration and management of their finances passed to Maidment Judd Insolvency - but Redwood Pre-School continued to flourish. With the closure of the group who used the second half of the building, Redwood expanded its provision in the Bell Centre, and later opened an additional facility for 2 year olds in the hall of Holy Trinity Church on the opposite side of the road. In 2017 Livability made a decision to sell the freehold of the property at auction and it was bought by an offshore company as an investment. Despite concerns at the time, this had no immediate impact on our sub-lease. The Management Committee was aware that the sub-lease finished in December 2024 so in January 2022 they contacted Maidment Judd Insolvency looking to renew it on the existing terms. They were advised to make contact directly with the freeholders and did so in March 2022. On 17 March 2022 they were shocked to receive a letter from the freeholders enacting the break clause in the sub-lease and giving notice that it would be terminated as of 3 March 2023. The managers immediately sought clarification of the freeholder's plans for the site and were informed that the freeholder would be happy to consider letting the site again, subject to a new commercial lease at a market rent which was considered to be in the region of £145,000 per year.

The Management Committee met urgently to consider this proposition but, following long discussions of the options, it was agreed that it was not financially viable to take on this cost. The physical constraints of the property used in Holy Trinity church meant that it would not be possible to operate the same services at a reduced level from that building and the Committee was reluctant to become involved in asking staff to compete for a reduced number of jobs. They were clear that the provision of services to people in a specific locality was central to the preschool's ethos and that a move to alternative premises elsewhere would mean a loss of this community link.

It was therefore agreed that a letter should be sent to the freeholder confirming the termination and that closure of the preschool would be managed in as dignified a manner as possible, focussing on the wellbeing of the children, families and staff and celebrating Redwood's achievements over the last 50 years. It was agreed that the preschool would close to children on the last day of the Summer Term at which point a large number would be leaving for primary school and that information would be shared to enable the remaining parents to find alternative provisions. No new children would be enrolled in the Summer Term and the parents of children on the waiting list would be contacted to ensure that they were aware of the closure. The break clause in the lease with Holy Trinity would be enacted, giving the required year's notice, and the two year old provision would close at the same time.

On the staff day at the beginning of the summer term Committee Members met with all the staff to explain the situation and to warn them that they would all be being made redundant. The legal and financial implications of this were discussed. Staff were informed that they would be given information about job vacancies that the preschool was made aware of and paid leave to attend job interviews. They were given an opportunity to share their concerns and their anger and to ask questions.

## **Redwood Pre-School**

### **Trustees' Report**

The following week letters were sent to the parents, the Local Authority, Holy Trinity Church and other professionals who had worked with the preschool on an ongoing basis explaining what was happening. The Local Authority attended a further meeting with the freeholder's representative to discuss future possibilities, but these remained financially unviable for the preschool. The Local Authority offered to work with the freeholder and the church to find alternative tenants.

The response to news of the closure was overwhelming. We received a great deal of positive feedback from grateful parents and professionals and many expressions of shock and anger that the community was to be deprived of a vital resource. People locally were eager to protest and to involve local councillors and the MP. Various letters were sent and phone calls made but sadly to no avail because the freeholder was acting within their rights. A Community Meeting was held in June where parents and other local people were given an opportunity to share their concerns, worries and anger.

On 9 July 2022 we held our last Fun Day - the first since the pandemic. This was extremely well attended by current and past pupils and their families, ex-staff, the other Waltham Forest preschools and representatives of the Local Authority and Health Authority, as well as other people from the locality. The vicar and congregation at Holy Trinity arranged for an exhibition of photographs relating to the preschool, including some from the 1970s when it first opened in a flat at the bottom of Redwood Tower and some beautiful portraits of current pupils. It was extremely moving to hear the stories people told about their experiences of Redwood over the years and was an enjoyable day, despite the circumstances.

The preschool closed on 22 July 2022 and the staff met that evening to share food and reminiscences and say goodbyes.

Despite the closure and the additional work that has involved, we have continued to work hard to ensure that we do not forget the commitments that underlie all our practice. We are committed to:

- **Learning through play**

We believe that children do more learning in the first five years of their life than at any other time, and that most of their learning is done through play. We aim to provide a safe, stimulating, multicultural environment where children can explore and experiment without fear of 'getting it wrong'. We work within the 'Statutory Framework for the Early Years Foundation Stage'. We are registered with Ofsted.

- **Parental partnership**

We aim to support parents as their children's first and most important educators by involving them in their children's education and in the full life of Redwood. We also aim to support parents in their continuing education and personal development.

- **Equality and diversity**

We believe that Redwood's activities should be open to all children and families and to all adults committed to their welfare. We aim to ensure that all who wish to work in or volunteer to help in Redwood have an equal chance to do so.

- **Inclusion of children with SEN and disabilities**

We recognise that all children have needs. Redwood provides a welcoming, safe and inclusive learning environment in which all children are supported to reach their full potential.

## **Redwood Pre-School**

### **Trustees' Report**

- **Strong relationships**

We want children to feel safe, stimulated and happy at Redwood and to feel secure and comfortable with staff. We also want parents to have confidence in both their children's well-being and their role as active partners with Redwood. We provide a generous ratio of staff to children, and a keyworker for every child. Our 'Safeguarding and Child Protection' policy gives priority to safeguarding children.

- **Supporting the community**

We aim to provide high quality, flexible early education and childcare to support parents in balancing work, training, study and home-life as they need and wish to. We encourage the study of the needs of preschool children and their families and promote public interest in and recognition of such needs.

We have worked hard to ensure that for the children the preschool is the same happy, caring, stimulating place that it has always been.

In September 2021 we returned to our pre-pandemic practices with children grouped according to their age group and able to move between rooms and buildings for wrap around care. We have continued with our ongoing COVID-19 risk assessments, adjusting our practice in the light of ongoing events and the guidance from central government and the local authority when this has been issued. Parents have continued to drop their children off at the front doors but as the year went on we have been able to open the building up more often.

Following a risk assessment we held our AGM on 8 December 2021 partly in person and partly using Zoom. This had its challenges, but we were able to elect a Management Committee with both experienced and new members which has met regularly on Zoom throughout the year.

#### **Staffing**

Sadly, Anila Gjeta died in December 2021. Anila first joined the staff in September 2011 as a cleaner. In 2013 she became a member of our pool of Cover Staff and she did her student placements with us while studying for Level 2 and 3 qualifications in childcare and education. In September 2015, when the Ladybirds first opened, she became a Keyworker in the new two year old provision. In the Autumn of 2018 Anila was diagnosed with cancer and began treatment. This has meant that she was unable to attend work regularly for the past few years, but she was determined not to let the disease defeat her and continued to come in when she was fit enough. Anila will be very much missed by the staff team and will be remembered for her dedication to the children, her kindness, and her willingness to help.

Julie Green and Saima Shaikh, two of our Cover Staff who have not been able to work since before the pandemic, submitted their resignations in October 2021. Hajra Jogayat made the decision to resign in December 2021 following an extended absence due to ill health. Rebekah Stoby, our Admin Assistant, left at the end of the Spring Term for a job with Waltham Forest Council. Anum Attia decided not to return to work in the summer term as planned because of the closure. Alys Price joined the bank of Cover Staff, covering the cleaners' sickness absence.

## **Redwood Pre-School**

### **Trustees' Report**

We agreed to take part in the Kickstart into Childcare this year, a government funded initiative run by the local authority to support young people who are long term unemployed. The scheme involved taking on unqualified staff members who would then be supported through on the job training and workshops provided by the local authority advisory teachers to learn about childcare and education with a view to developing 'home grown' staff. We agreed to take on two candidates and got as far as interviewing one who we wanted to appoint. However, the complications of acquiring the necessary documentation from the local authority coincided with the decision to close so we had to withdraw from the initiative.

The Management Committee has unfortunately had to deal with two grievance procedures and a disciplinary procedure during the year. The support of the local authority's Human Resources (HR) team proved valuable in dealing with these, and with the redundancy process.

With the closure of the preschool all the staff were made redundant from 22 July 2022. In August 2022 the Management Committee employed Sarah Kendrick and me as Interim Managers, on fixed term contracts, to complete the tasks necessary to oversee the orderly closing down of the charitable company Redwood Pre-School. Eunice Hickson, Tracey Eve and Alys Price were employed as Flexible Workers to assist with the practical tasks involved in this as needed.

#### **Training**

All our playroom staff have qualifications in childcare with the Keyworkers all being qualified at Level 3 or above, and at Redwood we attach a great deal of importance to ongoing professional development. Staff may be sent on training because it is required for them to undertake their role, or because an individual need has been identified, or because the area covered is something that we wish to develop across the preschool. When the preschool requires the training staff are paid to attend and any course fees are funded. We are lucky enough to have staff who are committed to improving their own practice and also enrol for higher qualification courses at their own expense.

The majority of training this year has been on-line although a few sessions have been run in person.

Armonela Hoxha and Evelyn Orliaku took part in the Early Years Professional Development Programme - Building on Success. This programme is funded by the Department for Education and delivered by the Education Development Trust as part of the government's Early Years Education COVID-19 Recovery Plan which aims to address the continued effects of the pandemic on young children.

It aims to provide high quality, evidence-based continuous professional development to support practitioners to improve outcomes on school readiness, early language, early mathematics and Personal, Social and Emotional Development (PSED) and our staff were part of the September 2021 cohort. The programme consisted of online self-study eLearning and regular facilitated webinars in which they met with their tutor and other early years professionals on a weekly basis. The programme was expected to take no longer than 8 months to complete. Both members of staff found it extremely valuable and fed back some of what they had learned in our staff meetings so that the benefits could be shared.

Soumaya Badache, Shukri Ali, Shehzana Aslam, Evelyn Orliaku and I all attended online sessions on Making Sense of Autism. This training, provided by the Autism Education Trust in partnership with Waltham Forest, is the first of a series and it is hoped that staff will be able to continue their studies in their new jobs.

Audrey Robinson undertook a Makaton course and is now qualified at levels 1 and 2. She shared some of her learning at staff meetings and taught some of the signs to other staff. This included introducing a 'Sign of the Week'.

## **Redwood Pre-School**

### **Trustees' Report**

Sobia Saqib attended Magic Behaviour Management training and fed back to other staff in a staff meeting. She also attended a Designated Safeguarding Lead (DSL) update session.

Sao De Sousa took part in Being Two which involved a series of workshops with gap tasks to complete between them and a visit from one of the local authority advisory teachers to Ladybirds. She also completed her DSL update session.

Samreen Akbar and I both took part in EYFS v SEND training, and I attended training provided by the Preschool Learning Alliance on How to Prevent Burnout and Prioritise Wellbeing.

### **Curriculum**

In the context of our core provision (the activities which are always available in the preschool), we base our group planning on children's individual interests and needs. Keyworkers observe children and plan around the interests they observe in 'Learning Journeys'. These ideas for activities are fed into the short term plans through the Coordinator's weekly monitoring. We include the regular festivals and celebrations of our community in our planning.

A new version of the Statutory Framework for the Early Years Foundation Stage (EYFS) came into force in September 2021. Changes have been made to the wording in the educational programmes. They are now longer, there is more depth, and they contain examples of things that we can do with children. There is a new focus on early language and extending vocabulary, with more examples on how to embed and develop vocabulary skills across all 7 areas. There are also some minor changes to the welfare requirements, including a focus on oral health.

Staff had a chance to familiarise themselves with the new documentation in advance of its implementation and it has not necessitated any major change in our practice. The focus on keyworkers knowing their keyworking children rather than completing unnecessary paperwork meant that we decided to alter our practice with regard to tracking progress and to work with Birth to 5 Matters (non-statutory guidance produced by the Early Years Coalition) rather than Development Matters (the government produced non-statutory guidance), although the government document has been made available for reference. Birth to 5 Matters is a fuller document, produced from within the early years sector and provides comprehensive information and guidance about how children learn as well as a picture of the stages of learning and was used as a basis for our training on staff days at the beginning of September 2021.

Staff have also spent time in staff meetings working on analysing the play activities we provide and discussing how we can differentiate them to extend and support children's learning.

Following risk assessments, we held our usual Christmas parties on 14 and 16 December 2021 but without parent helpers. Our Christmas lunch took place on 15 December 2021. We celebrated World Book day on 3 March 2022 with staff and children dressing up as their favourite book characters.

## **Redwood Pre-School**

### **Trustees' Report**

#### **Keyworking**

Every child who attends Redwood Pre-School is allocated a keyworker. This member of staff aims to create a special bond with that child and their family and is the first port of call for parents who want to share celebrations or concerns. The keyworker enrolls the child and then works with the parents to maintain the child's Record of Achievement, to record, assess and track the child's progress, and to plan specific activities to support the child's development. Whenever possible this year keyworkers have tried to be available to talk to parents informally at the beginning or end of a session or have been able to arrange an appointment for an uninterrupted discussion. Following risk assessments, we returned to holding termly parents' evenings but ensured that parents and children waiting for appointments remained in the garden to prevent overcrowding in the playroom.

We use the Waltham Forest 'All about me' transition document as a final report on children's experience and achievements in preschool when they leave for Primary School or another nursery and continued to do so this year. Parents receive the original of this, but a copy is also sent direct to the new setting as it provides information that will help with each child's transition. We hope that parents will also share their child's 'Record of Achievement' with the new setting as it provides a much fuller picture of what the child has been doing. It should however remain the parent's property as it is lovely to be able to look back at the child's preschool experience as they grow up.

#### **Early Years Pupil Premium**

The Early Years Pupil Premium is funding from the government aimed to enhance the early education of eligible 3 and 4 year olds. We try to ensure that those who are eligible are identified once they have turned 3 by asking all parents to complete a form. Payments made through this funding stream are specifically targeted to meet the needs of the identified children and research shows that some of the most effective interventions focus on self regulation strategies, communication and language approaches, and early numeracy approaches. This year we have continued to focus particularly on children's personal and social development following the disruptions of the pandemic. Where children who are entitled to the Pupil Premium also have Special Educational Needs and Disabilities (SEND), the funding contributes to the staffing costs of providing additional interventions to support their learning.

#### **Policies**

The Management Committee, with advice from the local authority's HR team, has continued to work on the 'Suitable People' section of our policy document, writing or revising a number of policies relating to staff management. New policies for Grievance, Disciplinary, Leave of Absence, Managing Sickness Absence, Punctuality and Supervision and Capability were agreed in November 2021. They were distributed to staff who were given an opportunity to ask any questions about them at a staff meeting and came into effect from the December 2021 payroll period.

#### **Playscheme**

Following risk assessments, Playscheme returned to its pre-pandemic format this year for all three half term holidays and the Easter break. This was obviously a relief to parents and it was well attended. The decision was made not to run a summer holiday playscheme and to close the whole Redwood provision at the end of the summer term. After several years providing cover, Audrey Robinson was appointed as a Playscheme Play Assistant.

## **Redwood Pre-School**

### **Trustees' Report**

#### **Working with local families**

COVID-19 risk assessments continued to limit access to the playroom by adults, so we have not been able to operate our 'Stay and play' sessions this year.

Following a risk assessment we signed up to host weekly Stories and Rhymes sessions for parents and under 5s. These were part of a Waltham Forest initiative to enable settings to earn funds and publicise their provision by providing small community events linked to their Fifteen Minute Community Strategy and were due to start in the summer term. However, following the decision to close, we withdrew from the scheme.

Similarly, we agreed to take part in another local authority initiative called We Play. This programme aimed to develop a scheme piloted in Church Hill Nursery School and involved providing a bag of toys and guidance on how to play with them in ways that would stimulate and educate children for families, with a focus on those from more deprived backgrounds. Families were able to keep the toys so long as they completed some simple feedback forms. I was involved in the discussions around how the project would be organised, but we were unable to take it further following the decision to close down.

#### **Links with other agencies**

We maintained our links with other agencies and professionals throughout the pandemic but much of the contact was virtual. This year has seen an increase in face to face appointments and visits although online contact has continued as well and has proved particularly useful where cross borough working has been necessary. This year we have had to liaise with professionals in Haringey, Havering, Newham and Thurrock because agency involvement is based on children's home addresses.

The Area Special Educational Needs Coordinator (Area SENCO) has maintained contact by telephone, and Teams/Zoom has been used for SENCO Forum meetings. Early years Special Educational Needs and Disabilities (SEND) partnership meetings where providers in a locality meet for discussion and the exchange of information have also been held on Zoom.

We have continued to refer children where parents and staff have concerns about their special educational needs and there are signs that some waiting times for assessment and support, lengthened by the pandemic, are beginning to get shorter. The Speech and Language Therapy service (SALTs) have continued to conduct assessments and provide therapy virtually as well as holding in person appointments and groups. We have been able to contribute to Social and Communication Clinic (SACC) assessments in person. The Outreach Teacher for the visually impaired from Joseph Clark School has been able to visit and provide information to facilitate a child's transition to primary school. We have also had contact with and visits by the newly appointed Teacher for the Deaf and the Cochlear Implant Teacher.

Contact with the Educational Psychology service has been by telephone and in person. We have supported five families with the statutory assessment of their child's special needs leading to an Education Health and Care plan (EHCP) this year. These plans aim to ensure that the needs of children who require a high level of support continue to be met as they move on to primary schools, to primaries with specialist provisions or into special schools.

I have attended the Children and Family Centre Partners meetings and we have continued to work with the Early Help practitioners by telephone, on Teams and face to face. Case Conferences, Child Protection Meetings and Child in Need Meetings with Social Services in 3 boroughs have also taken place via Teams.

## **Redwood Pre-School**

### **Trustees' Report**

Sarah Kendrick, our Office Manager, continued to represent the Private, Voluntary and Independent sector (PVIs) on Waltham Forest's Schools' Forum. This group is made up of representatives from all sectors of education and council officers and is an important strategic decision making body. As part of this role she has been part of a 'Task and Finish' group looking at the ways in which funding is provided to early years settings through the Free Early Education Entitlement (FEEE). She is also Chair of the Pre-School Network which enables voluntary sector providers from across the borough to meet together to share information and good practice. Local authority officers attend by invitation when their input is needed. All these meetings have taken place virtually.

Children from Redwood Pre-School transfer to a variety of different Reception Classes for their primary education. We try to ensure that every child has a smooth transition and once the schools have been allocated in April we make contact with all our local schools and invite them to visit and meet the children who will be joining them. We have strong links with some schools in the vicinity, including Davies Lane, Dawlish, Downsell, Jenny Hammond, Mayville and Newport. Some schools have visited this year to meet their new intake in the preschool. Most children were able to visit their new schools with their parents and we have encouraged parents to take up all the transition activities that schools provide, including visits with the child's keyworker.

#### **And finally**

As usual, I end my report with thanks to the members of the Management Committee. It has been a privilege to work with them and I am extremely grateful for the care with which they have managed the complexities of the closure, ensuring that all the legal requirements are met but doing so with a high level of attention to the needs and feelings of all the people involved.

And many thanks to all the staff, past and present, who have worked at Redwood over the years. It has been made abundantly clear this year that the preschool has been hugely significant in the lives of a countless number of children and their families, and this has only been possible because of the love and dedication shown by the people who worked here. Redwood has been something more than just another preschool, and I hope that our legacy will live on as the staff and children move on into other settings, taking a little bit of our inclusive ethos with them.

Kirstie Macqueen  
Preschool Coordinator and SENCO

#### **Finance Report**

##### **Free Early Education Entitlement (FEEE)**

FEEE is paid to early years providers for all eligible children aged 2, 3 and 4 years. Working parents, who have 3 or 4 year olds, can also access up to 30 hours of FEEE.

##### **Disability Access Fund (DAF)**

This funding is paid to early years providers with children in receipt of Disability Living Allowance (DLA).

## **Redwood Pre-School**

### **Trustees' Report**

#### **Special Educational Needs and Disabilities (SEND)**

As a fully inclusive setting, Redwood Pre-School has a number of children who receive additional funding to support their particular needs. This is paid by the Local Authority from the 'Inclusion Fund' (SENIF) in addition to their FEEE. Some children, who have an 'Education Health and Care Plan' (EHCP) also receive additional funding. All SEND funding is paid to the preschool to fund additional staffing costs, staff training, specific learning and support programmes, resources and equipment.

#### **Annual Accounts and Audit**

Our accounting firm, Field Sullivan, conduct an independent examination of our accounting records each year and produce annual accounts, which are then filed with the Charity Commission and Companies House.

#### **Income and Expenditure**

Total income for this year including restricted funding: £366,252

Total expenditure for the year including restricted expenditure: £590,415

Total cash funds as at 31 August 2022: £40,623

Sarah Kendrick  
Office Manager

#### **Statement of Trustees' Responsibilities**

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

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

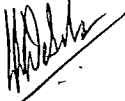
- a) select suitable accounting policies and then apply them consistently;
- b) observe the methods and principles in the Charities SORP;
- c) make judgments and accounting estimates that are reasonable and prudent;
- d) state whether applicable UK Accounting Standards have been followed, subject to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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **Redwood Pre-School**

### **Trustees' Report**

The annual report was approved by the trustees of the charity on 26 May 2023 and signed on its behalf by:



.....  
Clarence De Silva  
Chairman and Trustee

## **Redwood Pre-School**

### **Independent Examiner's Report to the trustees of Redwood Pre-School ('the Company')**

I report to the trustees (who are also Directors for the purpose of company law) on my examination of the financial statements of Redwood Pre-School ('the charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

#### **Independent examiner's statement**

Since Redwood Pre-School's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW which is one of the listed bodies.

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

1. accounting records were not kept in respect of Redwood Pre-School as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

## Redwood Pre-School

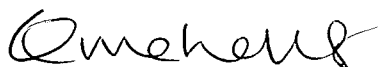
### Independent Examiner's Report to the trustees of Redwood Pre-School ('the Company')

#### Responsibilities and basis of report

As the charity's trustees of Redwood Pre-School you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.



Kirsty Nicholls FCCA  
Field Sullivan Limited  
9 Hare & Bilet  
Blackheath  
SE3 0RB

26 May 2023

## Redwood Pre-School

### Statement of Financial Activities for the Year Ended 31 August 2022 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted £	Total 2022 £	Unrestricted £	Total 2021 £
<b>Income and Endowments from:</b>					
Donations and legacies	3	259,292	259,292	424,819	424,819
Charitable activities	4	103,740	103,740	103,524	103,524
Other trading activities	5	-	-	2	2
Investment income	6	674	674	1,063	1,063
Other income		2,546	2,546	1,318	1,318
<b>Total income</b>		<b>366,252</b>	<b>366,252</b>	<b>530,726</b>	<b>530,726</b>
<b>Expenditure on:</b>					
Charitable activities	8	(590,415)	(590,415)	(560,267)	(560,267)
<b>Total expenditure</b>		<b>(590,415)</b>	<b>(590,415)</b>	<b>(560,267)</b>	<b>(560,267)</b>
<b>Net movement in funds</b>		<b>(224,163)</b>	<b>(224,163)</b>	<b>(29,541)</b>	<b>(29,541)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		270,239	270,239	299,780	299,780
Total funds carried forward	17	46,076	46,076	270,239	270,239

All of the charity's activities derive from continuing operations during the above two periods.

The notes on pages 19 to 27 form an integral part of these financial statements.

# Redwood Pre-School

(Registration number: 04848315)  
Balance Sheet as at 31 August 2022

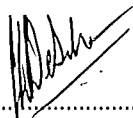
	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	12	-	5,295
<b>Current assets</b>			
Stocks	13	3,087	-
Debtors	14	9,039	22,633
Cash at bank and in hand	15	40,623	253,704
		52,749	276,337
<b>Creditors: Amounts falling due within one year</b>	16	(6,673)	(11,393)
<b>Net current assets</b>		46,076	264,944
<b>Net assets</b>		46,076	270,239
<b>Funds of the charity:</b>			
<b>Unrestricted income funds</b>			
Unrestricted		46,076	270,239
<b>Total funds</b>	17	46,076	270,239

For the financial year ending 31 August 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 16 to 27 were approved by the trustees, and authorised for issue on 26 May 2023 and signed on their behalf by:



.....  
Clarence De Silva  
Chairman and Trustee

The notes on pages 19 to 27 form an integral part of these financial statements.

## Redwood Pre-School

### Statement of Cash Flows for the Year Ended 31 August 2022

	Note	2022 £	2021 £
<b>Cash flows from operating activities</b>			
Net cash expenditure		(224,163)	(29,541)
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation		2,208	3,501
Investment income		<u>674</u>	<u>(1,063)</u>
		(221,281)	(27,103)
<b>Working capital adjustments</b>			
Decrease/(increase) in debtors	14	13,594	(8,611)
Decrease in creditors	16	<u>(4,720)</u>	<u>(216)</u>
Net cash flows from operating activities		<u>(212,407)</u>	<u>(35,930)</u>
<b>Cash flows from investing activities</b>			
Interest received		(674)	1,063
Purchase of tangible fixed assets		<u>-</u>	<u>(2,510)</u>
Net cash flows from investing activities		<u>(674)</u>	<u>(1,447)</u>
Net decrease in cash and cash equivalents		(213,081)	(37,377)
Cash and cash equivalents at 1 September		<u>253,704</u>	<u>291,081</u>
Cash and cash equivalents at 31 August		<u><u>40,623</u></u>	<u><u>253,704</u></u>

All of the cash flows are derived from continuing operations during the above two periods.

The notes on pages 19 to 27 form an integral part of these financial statements.

## **Redwood Pre-School**

### **Notes to the Financial Statements for the Year Ended 31 August 2022**

#### **1 Charity status**

The charity is limited by guarantee, incorporated in England & Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

The Bell Centre  
3 Holloway Road  
London  
E11 4LD

These financial statements were authorised for issue by the trustees on 26 May 2023.

#### **2 Accounting policies**

##### **Summary of significant accounting policies and key accounting estimates**

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

##### **Statement of compliance**

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102) - Second edition October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

##### **Basis of preparation**

Redwood Pre-School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

##### **Going concern**

The financial statements have not been prepared on a going concern basis due to the fact that the pre-school was closed post year end. Accordingly, all fixed assets and non-current liabilities have been reclassified to current assets and liabilities, and revalued to their recoverable values.

## **Redwood Pre-School**

### **Notes to the Financial Statements for the Year Ended 31 August 2022**

#### **Judgements and key sources of estimation uncertainty**

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 periods in which the estimate is revised where revisions affects only that period, or in the period of the revision and future periods where the revisions affects both current and future periods.

#### **Income and endowments**

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

#### ***Donations and legacies***

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

#### ***Grants receivable***

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

#### ***Investment income***

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

#### **Expenditure**

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

#### Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

#### Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

#### Tangible fixed assets

Individual fixed assets costing £500.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Office equipment	straight line over 4 years
Fixtures and fittings	straight line over 5 years

#### Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks. Cost is determined using the first-in, first-out (FIFO).

#### Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

#### Fund structure

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

### 3 Voluntary income

	General £	Total 2022 £	Total 2021 £
Donations and legacies;			
Donations	498	498	196
Grants, including capital grants;			
COVID grants	-	-	46,262
Grants	258,794	258,794	378,361
	<u>259,292</u>	<u>259,292</u>	<u>424,819</u>

### 4 Income from charitable activities

	General £	Total 2022 £	Total 2021 £
Pre-School fees	<u>103,740</u>	<u>103,740</u>	<u>103,524</u>

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### 5 Income from other trading activities

	Total funds £	Total 2021 £
Events income;		
Other events income	-	2
	-	2

#### 6 Investment income

	General £	Total 2022 £	Total 2021 £
Interest receivable and similar income;			
Interest receivable on bank deposits	674	674	1,063

#### 7 Other income

	General £	Total 2022 £	Total 2021 £
Other income	2,546	2,546	1,318

#### 8 Expenditure on charitable activities

	Note	Total 2022 £	Total 2021 £
Wages and salaries	10	513,674	429,318
Agency staff		720	53,719
Premises costs and utilities		37,752	33,874
Repairs and maintenance		5,081	8,651
Events		472	-
Materials and equipment		481	1,932
Shopping and school welfare		5,565	5,853
Support costs	9	26,670	26,920
		590,415	560,267

In addition to the expenditure analysed above, there are also support costs of £26,670 (2021 - £26,920) which relate directly to charitable activities. See note 9 for further details.

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### 9 Analysis of support costs

##### Charitable activities expenditure

	Basis of allocation	Total funds £
<b>Support costs</b>		
	<b>Total 2022 £</b>	<b>Total 2021 £</b>
Staff training	654	1,704
Insurance	7,912	4,422
Telephone and fax	2,812	3,189
Office expenses	1,353	642
Computer software	2,006	685
Printing, postage and stationery	405	329
Sundries	1,302	4,900
Cleaning	6,017	5,730
Independent Examiner	1,908	1,734
Bank charges	93	84
Depreciation of fixtures and fittings	1,869	3,162
Depreciation of office equipment	339	339
	<u>26,670</u>	<u>26,920</u>

#### 10 Staff costs

The aggregate payroll costs were as follows:

	2022 £	2021 £
<b>Staff costs during the year were:</b>		
Wages and salaries	361,897	394,774
Staff NIC (Employers)	24,359	24,655
Redundancy	118,199	-
Staff pensions	9,219	9,889
	<u>513,674</u>	<u>429,318</u>

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

2022 No	2021 No
<u>24</u>	<u>31</u>

During the year, the charity made redundancy and/or termination payments which totalled £118,199 (2021 - £Nil).

No employee received emoluments of more than £60,000 during the year.

#### 11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

#### 12 Tangible fixed assets

	Furniture and equipment £	Computer equipment £	Total £
<b>Cost</b>			
At 1 September 2021	45,267	6,351	51,618
Transfers	<u>(45,267)</u>	<u>(6,351)</u>	<u>(51,618)</u>
At 31 August 2022	<u>-</u>	<u>-</u>	<u>-</u>
<b>Depreciation</b>			
At 1 September 2021	40,526	5,797	46,323
Charge for the year	1,869	339	2,208
Transfers	<u>(42,395)</u>	<u>(6,136)</u>	<u>(48,531)</u>
At 31 August 2022	<u>-</u>	<u>-</u>	<u>-</u>
<b>Net book value</b>			
At 31 August 2022	<u>-</u>	<u>-</u>	<u>-</u>
At 31 August 2021	<u>4,741</u>	<u>554</u>	<u>5,295</u>

## Redwood Pre-School

### Notes to the Financial Statements for the Year Ended 31 August 2022

#### 13 Stock

	2022 £
Stocks	<u>3,087</u>

#### 14 Debtors

	2022 £	2021 £
Trade debtors	3,823	12,843
Prepayments	4,649	4,204
Accrued income	-	5,586
Other debtors	<u>567</u>	<u>-</u>
	<u>9,039</u>	<u>22,633</u>

#### 15 Cash and cash equivalents

	2022 £	2021 £
Cash at bank	<u>40,623</u>	<u>253,704</u>

#### 16 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	28	2,124
Other taxation and social security	-	6,398
Other creditors	4,737	1,137
Accruals	<u>1,908</u>	<u>1,734</u>
	<u>6,673</u>	<u>11,393</u>

# Redwood Pre-School

## Notes to the Financial Statements for the Year Ended 31 August 2022

### 17 Funds

	Balance at 1 September 2021 £	Incoming resources £	Resources expended £	Balance at 31 August 2022 £
<b>Unrestricted</b>				
General	<u>270,239</u>	<u>366,252</u>	<u>(590,415)</u>	<u>46,076</u>

	Balance at 1 September 2020 £	Incoming resources £	Resources expended £	Balance at 31 August 2021 £
<b>Unrestricted</b>				
General	<u>299,780</u>	<u>530,726</u>	<u>(560,267)</u>	<u>270,239</u>

### 18 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 August 2022 £
Current assets	52,749	52,749
Current liabilities	<u>(6,673)</u>	<u>(6,673)</u>
Total net assets	<u>46,076</u>	<u>46,076</u>

	Unrestricted funds General £	Total funds at 31 August 2021 £
Tangible fixed assets	5,295	5,295
Current assets	276,337	276,337
Current liabilities	<u>(11,393)</u>	<u>(11,393)</u>
Total net assets	<u>270,239</u>	<u>270,239</u>

