

TROJANS SCHEME

England & Wales · Charity number 1108509

Details

Other names	KIDS' CITY, THE TROJANS SCHEME, The Play Professionals
Status	Registered
Legal form	Charitable company
Company number	05347511
Registered	2005-03-09
Register	View on the Charity Commission register

Contact

Address	c/o: Richard Atkins Primary School New Park Road Brixton Hill London SW2 4JP
Phone	02086785964
Email	info@playp.org.uk
Website	www.playp.org.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF SCHOOL AGE CHILDREN THROUGH THE PROVISION OF EDUCATIONAL, PLAY AND RECREATIONAL ACTIVITIES ESPECIALLY THOSE THAT HELP DEVELOP THEIR PHYSICAL, INTELLECTUAL AND CREATIVE POTENTIAL SUCH THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY.

Activities: The charity operates After School Clubs and Holiday Play Schemes for children. In addition we are committed to the training and development of our staff and volunteers and to the dissemination of good practice within the sector. We offer volunteering opportunities to local people and provide routes to further training and paid work.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Economic/community Development/employment
- **Who:** Children/young People

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE LAMBETH AND WANDSWORTH, LONDON.
- Lambeth
- Southwark
- Wandsworth

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£785,444	£722,028	£165,581	38
2023-12-31	£658,142	£596,031	£102,165	37
2022-12-31	£534,302	£527,699	£40,054	32
2021-12-31	£476,410	£543,339	-	-
2020-12-31	£594,070	£650,147	£100,380	47

Trustees

Name	Role	Appointed
NICHOLAS MASON OBE	Chair	2014-03-13
Anna Rachel Penfold		2014-07-01
Karen Wilson		2016-07-13
SHARON TYNAN		2013-09-13
Saskia Perriard-Abdoh		2023-08-30
Yvonne Johnson		2014-09-26

TROJANS SCHEME

England & Wales - Charity number 1108509

Accounts

REGISTERED COMPANY NUMBER: 05347511 (England and Wales)
REGISTERED CHARITY NUMBER: 1108509

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024
FOR
TROJANS SCHEME

Rock Tax & Accounting
Elm House, Tanshire Park
Shackleford Road
Elstead
Godalming
Surrey
GU8 6LB

TROJANS SCHEME

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Page
Chair's Report	1 to 2
Report of the Trustees	3 to 9
Independent Examiner's Report	10
Statement of Financial Activities	11
Balance Sheet	12 to 13
Cash Flow Statement	14
Notes to the Cash Flow Statement	15
Notes to the Financial Statements	16 to 20
Detailed Statement of Financial Activities	21

TROJANS SCHEME

CHAIR'S REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

This was most definitely an excellent year for The Play Professionals - the charity continued its very positive trajectory and saw increasing demand for our child care and children's play services across our centres. This was all supported by sound financial management from our leadership team and our board of Trustees.

Our Senior Team continues to focus on enhancing and extending our services and achieving uplifts in capacity in both the numbers of service users at our services and the number and geographical spread of our clubs.

In recent years, we have launched new services at Reay School in Lambeth and Cathedral School, the latter in the London Borough of Southwark. These were warmly welcomed by both schools and the parents. The clubs have enjoyed a strong start and have received very positive feedback from the 'get go'. We added another service at Crown Lane in 2024.

We have passed the second anniversary of our major rebrand of our operating name to "The Play Professionals", to more appropriately reflect the nature and breadth of our service and expertise, and are actively engaged in developing plans with new partner schools for expanding the number of our centres.

Our financial strategy has to remain as minimising central costs wherever possible, maintaining a fair, flexible and affordable approach to fees and putting the maximum resources into our charitable activities, as we receive no statutory funding.

The statutory accounts, which follow this Annual Report, show that we achieved a very satisfactory operating surplus of £63,416 for the year ended 31 December 2024 (2023: £62,111).

Our total reserves have also increased to £165,581 (from £102,165 at the end of the previous period) and we aim to continue this positive direction in the following accounting period to ensure that we remain well positioned to support the development of the charity and its purposes. In keeping with our strategy to ensure that all of our clubs are independently financially sustainable, modest price increases were made for the start of the academic year at most service settings.

Ofsted, as the statutory inspector of our services, carries out periodic visits to assess the quality of our services and our compliance with recognised standards. Their published reports of recent inspections of our services recognise the positive experiences of children, the exciting and welcoming settings and the positive environments in which the staff excel at supporting children's development and that we deliver consistently strong practice.

We continue to invest in, reward, encourage and train our staff team to be the very best they can be and it is they who continue to maintain the reputation of The Play Professionals as one of the leading providers in our sector. They are a dedicated, professional and hard working team and they consistently drive the highest standards of excellence.

We are, as ever, aware of the responsibilities we have in supporting many families and ensuring that their children are well looked after by the outstanding teams of experienced play-workers at each of our breakfast, after school and holiday clubs. We recognise that many of the families we support face difficult financial times and we do not underestimate the very broad social value we deliver to the parents, the families of the children and the communities we serve.

Our Head of Service and our dedicated and hardworking Head Office team continue to effectively and successfully manage all aspects of our operations, ably supporting and encouraging our practitioner team and guiding and energising our continuing development. I thank them all for their sterling work over the last twelve months and their extraordinary contribution to The Play Professionals.

Thank you as ever, to my colleagues on the Board of Trustees, for their inspiring service and deep interest in the charity over so many years. It is an absolute privilege to work with them and the Charity benefits from the commitment, energy, skills and expertise which they bring to the exercise of their charitable and financial governance.

Enhancing & enriching the play experience for the many hundreds of young people who participate at our clubs is what we strive to do incredibly well. We know that we have a positive impact on their lives and deliver wide social benefit.

TROJANS SCHEME

**CHAIR'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024**

It is very exciting to mark our 30th Anniversary in 2025 and to know that on the immediate horizon are some dynamic plans to open two new centres and to take the charity forwards with the potential of a new programme of work.

Nick Mason OBE FRSA

September 2025

TROJANS SCHEME**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities for the public benefit**Charitable aims**

The charitable aims of the Trojans Scheme, as set out in its governing document are:

"To advance the education of school age children through the provision of educational, play and recreational activities especially those that help develop their physical, intellectual and creative potential such that they may grow to full maturity as individuals and members of society".

Statement of purpose**1. Why we exist:**

The Charity was founded in 1995 in response to both a lack of affordable childcare and a safe, inclusive and stimulating playing environment for children in inner city London. Since then, we have grown and currently support an average of over 300 children daily, providing families with affordable and flexible childcare at our Breakfast and After School clubs.

2. Who we are:

We have a committed team of staff, volunteers and Trustees, who are passionate about improving outcomes for children. We are a pioneering charity, delivering excellence in child care and children's play and broad social benefit. We have no statutory funding and are almost entirely funded by competitive fees paid by our service users.

3. Our approach:

- a) Provide play, recreational and educational activities for school-age children through breakfast, after-school and holiday clubs.
- b) Provide volunteering and internship opportunities and employ the skills and time our volunteers and interns are prepared to offer. In doing so, we help build skills of generations of young volunteers in our operating area.
- c) As established leaders in our field, we share our knowledge and expertise through contributing to local and national policy-making, while delivering training and development for our staff and others.
- d) Being a listening and learning organisation that consults regularly with our service users, staff and volunteers so that we can improve what we do, daily.

Meeting the public benefit

The need for safe, flexible and affordable play activities is essential to the well-being of children and often to the economic stability of families. Nowhere is that more important than in urban areas where play space is often not accessible to young children and where pressures on families overall are greater. The Charity works in a wide range of socio-economic environments including some of the most disadvantaged communities in the country.

Attending an after-school club, breakfast club or holiday club ensures that parents know their children are safe and well-cared for in professional, regulated play environments. In addition, access to meaningful, child-led play opportunities promote physical and mental wellbeing for children. Safe, welcoming spaces for children before and after school and during the school holidays can alleviate tensions created by factors including poor housing and limited access to outdoor spaces, crime and gang culture or other social issues.

The year in focus**Introduction**

The twenty-ninth continuous year of operation of the Charity was one of positive and sustained good progress. We have put behind us the challenging circumstances of the pandemic years, which had stretched the Charity's resilience, and returned to our usual service levels, with careful rebuilding of revenues, effective management of core costs and steady focus on our finances and operating reserves.

TROJANS SCHEME

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

In 2023 we undertook a major rebrand of our organisation and now operate as "The Play Professionals". This more appropriately reflects the nature of our service and expertise and better positions us for enhancing and extending our service and measured growth in the number and geographical spread of our clubs.

We achieved a satisfactory operating surplus of £63,416 by the year end (2023: £62,111). We started the period with session prices held at the same rate as the previous few years however, in order to ensure that all of our clubs are independently financially sustainable, modest price increases were introduced in most cases for the start of the year.

From September 2019, there was a change in the way that Ofsted inspects 'out of school' childcare services. Under the new Ofsted regulations, 'Met' is the highest grade we can receive, and demonstrates the excellence of the team and the service offered to children and parents. There was an Ofsted inspection at one of our sites during the period under review, with excellent outcomes and recognition of the consistently strong practices of our staff team, the exciting and welcoming setting and the positive experiences of the children.

During 2024, we consistently provided around 2,000 places a week across our clubs, thus supporting many hundreds of families through the provision of safe and affordable out of school care. Opportunities for physical, exploratory and imaginative play are often harder to access for children from inner city environments and the Charity's professional play workers enabled children to benefit from over 4500 hours of play a week.

Since 2013 over 90% of the Charity's income has come directly from parents whose children use our services. Nevertheless we work hard to ensure that all children are able to access play opportunities; around 2% of the children are able to access free places whilst for many more parents, working tax credits, childcare vouchers and other government financial schemes can enable the cost of a three hour session to be as little as £5.00 for the family. In addition, the Charity offers subsidised childcare places for staff and people volunteering with the organisation.

Alongside our regular after school services, we also provide a short notice and emergency provision. The "Superheroes" service ensures that children can be collected at the end of the school day, at short notice, when a parent finds that they are unable to get to school in time for whatever reason. During the year under review, our "Superheroes" continued to come to the rescue on a regular basis. The numbers of parents who use this option demonstrates an ongoing need for this flexible addition to our regular services. The benefits of the rapidly responsive "Superheroes" service include parental peace of mind and the provision of a safe and secure play environment for their children.

Centres

At the end of 2024, the Charity was providing breakfast and after school clubs at seven school sites across Lambeth, Wandsworth and Southwark. During the year we opened a new after school club at Crown Lane. Our strong and positive working relationship with Ofsted enables us to secure statutory registration for new sites within sensible timeframes.

New Breakfast and After School Club services had opened at Cathedral Primary School in the previous year, as a result of the school approaching us. Attendance numbers have steadily grown at both Cathedral and Reay (another comparatively new setting) and our team of practitioners are delivering a quality service, as recognised by Ofsted and the very positive feedback from parents, children and the schools.

Our largest clubs now have as many as 90 children attending on a daily basis, whilst others, often in new and growing schools, have smaller numbers of children. Whatever the size of each club, they promote a safe, friendly and fun environment where children of different ages are given opportunities to express themselves through play. Qualified play-workers and managers at each club work with colleagues and the children to develop a flexible programme of creative, imaginative and physical play, leading to the development of a wide range of skills.

Overall attendance at clubs remained steady through the year. Demand has grown for our services and we work to develop new capacity in partnership with our host schools. We were providing approximately 1,300 sessions per week at after school clubs and 600 places per week at Breakfast Clubs where we were operating. The growing demand for Breakfast Club places demonstrates the increasing need for out of schools services for parents at the beginning of the working day.

TROJANS SCHEME

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

We are proud of the close relationship we enjoy with parents and with schools. During the year we regularly supported families at times of crisis by providing short term and emergency support through our 'Superheroes' service and working with partner schools to provide additional support for families in need.

2025 will see 'The Play Professionals' further expand its services to several new settings, as we develop new partnerships with schools.

Holiday clubs

Where there is demand, we run Holiday Playschemes at times of school holiday breaks. Our Holiday Clubs are very popular, well subscribed and provide a safe, fun environment for children from 8.00am to 6.00pm on each working day and provide parents with the reassurance of high quality and engaging care for their children.

Risk management

The Board of Trustees and the Head of Service are responsible for risk management. The Charity maintains a Risk Register which is closely monitored and regularly reviewed (the most recent review being in September 2022).

Our current priorities are:

1. Child welfare

The Charity provides breakfast and after school clubs for approximately 300 children each day across a number of sites as well as Playschemes during most major holidays. As well as the risk that something could happen to a child or children whilst they are in the Charity's care there are also risks related to possible failures to respond effectively to allegations or disclosures.

Key controls:

- a. We have safeguarding policies in place that are regularly reviewed to ensure that they are fit for purpose;
- b. We employ senior operational staff, including the Head of Service, Operations Manager and Centre Managers who are qualified and experienced sector professionals;
- c. We ensure that all staff, volunteers and interns working with children are recruited following safe recruitment guidelines, including DBS checks and references;
- d. We ensure that all staff, volunteers and interns working with children receive appropriate training and support to meet the requirements of their roles.

2. Finance

We are a registered charity and company limited by guarantee. In recent years statutory funding that historically supplemented parents' contributions has virtually ceased and the organisation is now effectively a commercial not-for-profit business. We have an ongoing need to ensure the viability of this model in order to meet our charitable purpose of providing fun, safe play opportunities for children.

Key Controls:

- a. We have financial procedures in place that are regularly reviewed to ensure that they are fit for purpose;
- b. The Board of Trustees has a finance sub-committee led by the Joint Treasurers who are qualified and experienced finance professionals. The Finance sub-committee oversees all aspects of financial planning and monitoring and reports to the full Board;
- c. The Head of Service reviews the annual budget and monthly management accounts are also prepared by an external Finance Director to ensure financial compliance and monitoring systems are in place. Fees for services are reviewed annually and usually at the beginning of the academic year;
- f. Strict budgetary controls have ensured that the Charity's overall financial position has returned to an operating surplus after several years of deficits resulting from the coronavirus pandemic.

TROJANS SCHEME**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024****3. Operations**

The majority of the Charity's activity is regulated for children under five by Ofsted. The implications of one of our after-school clubs receiving an unfavourable rating from Ofsted can range from reduced attendance undermining the financial viability of a club to the termination of a partnership agreement from the host school and in some cases the registration being withdrawn or prosecution. In addition, our operational support model is based on a critical mass of centres and bookings which rely on appropriate staffing ratios to safely support the children present.

Key Controls:

- a. We undertake periodic quality assurance audits and 'Ofsted Ready' pre-inspection visits at all clubs annually and in advance of anticipated inspection dates;
- b. It is a requirement of Centre Managers that their sites attain 'Met' at an Ofsted inspection. Managers are qualified and experienced sector professionals;
- c. Centre Managers are required to regularly liaise with schools, including termly meetings with the Head teacher or delegated lead to maintain a positive relationship;
- d. The Head of Service also maintains strategic communications with partner schools on matters outside the remit of Centre Managers.

4. Failure to operate

We provide a daily service to hundreds of working parents. Within the model there is an emergency service and our clubs can generally be expected to operate on any day that the host school is open. If we were unable to operate at any sites on expected operating days the damage to reputation could result in loss of bookings or in extreme cases, termination of agreements with schools.

Key Controls:

- a. Our terms and conditions comprehensively detail arrangements for school closures;
- b. The Head of Service and HR Coordinator proactively and reactively manage staffing to ensure all sites are operational. In emergencies senior staff are also required to cover at sites;
- c. The Administration team sends registers and updates to each club by text, email and hard copy as required.

5. Cyber risk

Like most organisations, we are reliant on technology to operate effectively. Booking and storage of children's information, dissemination of registers and staff sign-in and sign-out are examples of key functions that require access to operative ICT. Each site has connection to Head Office through smart phone technology. The Charity requires robust alternatives to ICT to ensure multi-site operations in the event of ICT failure.

Key Controls:

- a. We contract IT support to a specialist provider. In addition, key staff and Departments (Finance and HR) have smart phones with internet capability;
- b. Key technologies, notably the booking system are web-based making them more secure than a server hosted system; Confidential information is either self-entered by the user (children's information) or not accessed by our staff (bank details for termly bookings);
- c. Alternative technologies (e.g. texts and paper copies) are used to disseminate information as required.

Financial review

In the year 31 December 2024, we received income of £785,444 (2023: £658,142) and expended £722,028 (2023: £596,031) to give an operating surplus of £63,416 (2023: £62,111). This was an entirely satisfactory result, continuing the sound management of the Charity's finances and keeping our focus on delivering the very best of services within the context of a sensible budget.

The effective management of our finances means that at 31 December 2024 our reserves stood at £165,581 (2023: £102,165). Whilst our reserves policy remains to hold reserves equal to three months expenditure, during the 2025 year we aim to continue to consolidate our reserves in a manner which does not impact on our ability to deliver affordable and high quality services.

TROJANS SCHEME

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

In response to the continuing need for play opportunities and the demand for our services from families the Charity had transitioned some years ago from a position where Local Authorities were the primary source of income to a financial model that relies almost solely on parents' contributions. Parents are either able to make a termly regular booking or access an ad hoc or emergency service ('Superheroes') that enables places to be made available up to 3.00pm on the day of the booking.

Parents are also able to directly access financial support from the Government in a number of ways including Tax Credits, universal benefits and childcare voucher schemes, where appropriate to their needs. Parents of children who are eligible for the school Pupil Premium can also access one session each week at a significantly reduced charge. As a result of financial restructuring over recent years The Play Professionals continues to provide a sustainable resource across multiple sites that offers good value to parents compared to other options including childminders and private sector alternatives.

We continue to focus on financial monitoring and have strong controls in place. Examples of these include:

- Strong financial expertise on our Board of Trustees, with some of our Trustees being Chartered Accountants and business leaders, and an external Finance Director.
- Full management accounts, including balance sheets, are prepared on a monthly basis and reviewed at periodic conference calls for the Finance Trustee sub-committee.
- Independent Examination of our annual accounts. This provides detailed external and professional scrutiny.
- Monitoring our booking pipeline and income collection on a regular basis.

The Trustees are satisfied that our ongoing plan for financial health, current cash position and the robust financial controls are sufficient for the Charity to remain an effective going concern at the time of this report.

Staff remuneration

The Trustees review all staff salaries, including those of the key management personnel, and Head of Service periodically. Members of the Finance Sub-Committee make recommendations to the Board for decision. Employee remuneration was reviewed and increases implemented in Spring 2024.

Looking ahead into 2025

The Board of Trustees are confident that the charity's future prospects are positive and that it remains as a 'going concern'.

We implemented the major and planned rebrand of our operating name to "The Play Professionals" in 2023 and the change more appropriately reflects the nature of our service, ethos and expertise and better positions us for enhancing and expanding our services and measured growth in the number and geographical spread of our clubs. Our statutory name remains as Trojans Scheme.

We will reach our 30th Anniversary in 2025 and we will continue to maintain the highest of standards and the expertise of our staff team.

We will also be increasing capacity at existing settings and opening new services in partnership with schools as part of our ongoing development.

People

We currently have 37 site based staff. Our teams of practitioners comprise qualified and experienced managers and play-workers, supplemented by 'bank' colleagues on occasion.

Head office staff comprise our Head of Service, Operations Manager and Coordinator, Finance Manager, HR Coordinator, and Administration & Communications Coordinator. We will be appointing a dedicated SENCO to lead our support to children with additional needs. We also utilise volunteers to help with administration and we have a longstanding relationship with Westminster University through which we support intern placements. Our interns usually provide valuable assistance in the areas of finance and business, marketing and play-work. This supports office and site functions and promotes the service at a nominal cost.

TROJANS SCHEME

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

We invest in our colleagues through regular statutory and voluntary training, quality assurance support and team building communication and activities. In 2025/2026, we will look towards Investors In People accreditation.

We also propose to recruit up to two new trustees, to strengthen the skills and experience bases on the Board and to continue to develop our strategic plan.

Growth

As the Charity has now returned to a full and normal range of operations, after the service disruptions of the pandemic years, we continue to work with our host schools to increase attendance at sites and fully utilise available capacity. The ability to increase the take up of places in our existing sites and activity to launch new services is key to the sustainability of the organisation.

We are also identifying and responding to new opportunities at schools and our rebranded and redesigned website is assisting our focus on marketing our services. As schools seek new sources of revenue, many have taken 'out of school services' in-house but others are re-evaluating their existing external providers, which presents opportunities.

The advantages of external providers to schools are that the school does not meet recruitment, insurance and resources costs, and does not need to provide qualified staff and administration support.

Affordability varies throughout the borough and to an extent is the main driver when choosing an external provider. The Play Professionals is positioned as a 'preferred choice' based on our high levels of Experience, Quality, Consistency and Qualification.

Risk factors are minimised by all staff having appropriate qualifications and a robust system of monitoring performance.

We will continue discussion with a number of potential settings and further work will be undertaken to explore development opportunities in the borough of Southwark in the coming months.

Structure, governance and management

The Trojans Scheme, which operated as 'Kids' City' up to 1 September 2022 and as 'The Play Professionals' from that date forwards, is a registered charity, number 1108509 and was incorporated as a limited company on 31 December 2004.

The articles of association provides for a minimum of four Trustees and a maximum of nine. One third (or the number nearest one third) of the Trustees must retire at each AGM, with those longest in office retiring first. A retiring Trustee is eligible for reappointment. New Trustees are elected by members each year at the annual general meeting.

Trustees hold full committee meetings at least four times a year, with additional sub-committee meetings held for specialist matters, such as finance, as required. At the quarterly Trustee committee meetings, the Trustees agree the broad strategy and areas for activity for the charity, including consideration of investments, fund raising, fee setting, reserves, risk management and performance. Day to day decisions regarding the operation of the charity during the year were delegated to the Head of Service, including the authority to incur expenditure, or enter contracts, for items up to £10,000.

A periodic Trustee 'away day' is held to provide appropriate training to Trustees on their responsibilities - the next is scheduled for 2025.

All Trustees give their time freely and no Trustee remuneration was paid in the year.

Reference and administrative details

Registered Company number

05347511 (England and Wales)

Registered Charity number

1108509

TROJANS SCHEME

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

Registered office

Richard Atkins School, New Park Road
Brixton Hill
London
SW2 4JP

Trustees

N Mason OBE (Chair)
C Aldridge (Deputy Chair)
Y Johnson (Hon. Treasurer)
N J Soulsby (Retired 22 April 2024)
A R Penfold
K Wilson
S Tynan
S Perriard-Abdoh

Independent Examiner

Rock Tax & Accounting
Elm House, Tanshire Park
Shackleford Road
Elstead
Godalming
Surrey
GU8 6LB

Approved by order of the board of trustees on 16 September 2025..... and signed on its behalf by:

Signed by:

.....9C3BF379D63A4C9.....
N Mason - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
TROJANS SCHEME**

Independent examiner's report to the trustees of Trojans Scheme ('the Company')

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

Responsibilities and basis of report

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

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

Independent examiner's statement

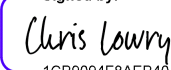
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

Signed by:


1CBB094F8AEB40A...
Chris J Lowry

Rock Tax & Accounting
Elm House, Tanshire Park
Shackleford Road
Elstead
Godalming
Surrey
GU8 6LB

Date: 16 September 2025.....

TROJANS SCHEME

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024

		Unrestricted fund £	Restricted fund £	31.12.24 Total funds £	31.12.23 Total funds £
	Notes				
Income and endowments from					
Charitable activities	2				
Playschemes		785,444	-	785,444	658,142
Expenditure on					
Charitable activities	3				
Playschemes		722,028	-	722,028	596,031
NET INCOME		63,416	-	63,416	62,111
Reconciliation of funds					
Total funds brought forward		102,165	-	102,165	40,054
Total funds carried forward		165,581	-	165,581	102,165

The notes form part of these financial statements

TROJANS SCHEME

BALANCE SHEET
31 DECEMBER 2024

		Unrestricted fund £	Restricted fund £	31.12.24 Total funds £	31.12.23 Total funds £
	Notes				
Fixed assets					
Tangible assets	9	1,651	-	1,651	2,200
Current assets					
Debtors	10	9,849	-	9,849	13,015
Cash in hand		324,671	-	324,671	225,644
		<u>334,520</u>	<u>-</u>	<u>334,520</u>	<u>238,659</u>
Creditors					
Amounts falling due within one year	11	(147,888)	-	(147,888)	(107,531)
		<u>186,632</u>	<u>-</u>	<u>186,632</u>	<u>131,128</u>
Net current assets					
		<u>186,632</u>	<u>-</u>	<u>186,632</u>	<u>131,128</u>
Total assets less current liabilities		188,283	-	188,283	133,328
Creditors					
Amounts falling due after more than one year	12	(22,702)	-	(22,702)	(31,163)
		<u>165,581</u>	<u>-</u>	<u>165,581</u>	<u>102,165</u>
NET ASSETS		<u>165,581</u>	<u>-</u>	<u>165,581</u>	<u>102,165</u>
Funds	13				
Unrestricted funds				165,581	102,165
Total funds				<u>165,581</u>	<u>102,165</u>

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

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

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

TROJANS SCHEME

BALANCE SHEET - continued
31 DECEMBER 2024

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

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

Signed by:

9C3BF379D63A4C9...
N Mason - Trustee

The notes form part of these financial statements

TROJANS SCHEME

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	31.12.24 £	31.12.23 £
Cash flows from operating activities			
Cash generated from operations	1	99,027	59,323
Net cash provided by operating activities		99,027	59,323
Change in cash and cash equivalents in the reporting period		99,027	59,323
Cash and cash equivalents at the beginning of the reporting period		225,644	166,321
Cash and cash equivalents at the end of the reporting period		324,671	225,644

The notes form part of these financial statements

TROJANS SCHEME

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024**

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

	31.12.24	31.12.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	63,416	62,111
Adjustments for:		
Depreciation charges	549	734
Decrease/(increase) in debtors	3,166	(1,051)
Increase/(decrease) in creditors	31,896	(2,471)
Net cash provided by operations	<u>99,027</u>	<u>59,323</u>

2. Analysis of changes in net funds

	At 1.1.24	Cash flow	At 31.12.24
	£	£	£
Net cash			
Cash at bank and in hand	225,644	99,027	324,671
	<u>225,644</u>	<u>99,027</u>	<u>324,671</u>
Total	<u>225,644</u>	<u>99,027</u>	<u>324,671</u>

The notes form part of these financial statements

TROJANS SCHEME**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024****1. Accounting policies****Basis of preparing the financial statements**

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

Income

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

Expenditure

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 33% on cost
Plant and machinery	- 25% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The financial statements have been prepared on a going concern basis after taking into account the current risks relating to COVID-19 as the Trustees have determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern.

TROJANS SCHEME

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**2. Income from charitable activities**

		31.12.24	31.12.23
	Activity	£	£
Fee income	Playschemes	785,444	658,142

3. Charitable activities costs

	Direct Costs	Support costs (see note 4)	Totals
	£	£	£
Playschemes	502,968	219,060	722,028

4. Support costs

	Management	Governance costs	Totals
	£	£	£
Playschemes	208,995	10,065	219,060

5. Net income/(expenditure)

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

	31.12.24	31.12.23
	£	£
Depreciation - owned assets	549	734

6. Trustees' remuneration and benefits

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2024 nor for the year ended 31 December 2023.

7. Staff costs

	31.12.24	31.12.23
	£	£
Wages and salaries	507,530	404,373
	507,530	404,373

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

	31.12.24	31.12.23
Playscheme staff	32	31
Administrative staff	6	6
	38	37

TROJANS SCHEME

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024

7. Staff costs - continued

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

8. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	Total funds £
Income and endowments from			
Charitable activities			
Playschemes	658,142	-	658,142
Expenditure on			
Charitable activities			
Playschemes	596,031	-	596,031
NET INCOME	62,111	-	62,111
Reconciliation of funds			
Total funds brought forward	40,054	-	40,054
Total funds carried forward	102,165	-	102,165

9. Tangible fixed assets

	Improvements to property £	Plant and machinery £	Totals £
Cost			
At 1 January 2024 and 31 December 2024	15,839	12,110	27,949
Depreciation			
At 1 January 2024	15,839	9,910	25,749
Charge for year	-	549	549
At 31 December 2024	15,839	10,459	26,298
Net book value			
At 31 December 2024	-	1,651	1,651
At 31 December 2023	-	2,200	2,200

TROJANS SCHEME

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024

10. Debtors: amounts falling due within one year

	31.12.24	31.12.23
	£	£
Trade debtors	30	2,245
Prepayments and accrued income	9,819	10,770
	<u>9,849</u>	<u>13,015</u>

11. Creditors: amounts falling due within one year

	31.12.24	31.12.23
	£	£
Trade creditors	2,509	7,131
Social security and other taxes	7,073	5,535
Other creditors	8,461	7,698
Deferred income	111,744	68,946
Accrued expenses	18,101	18,221
	<u>147,888</u>	<u>107,531</u>

12. Creditors: amounts falling due after more than one year

	31.12.24	31.12.23
	£	£
Other creditors	22,702	31,163
	<u>22,702</u>	<u>31,163</u>

13. Movement in funds

	At 1.1.24	Net movement in funds	At 31.12.24
	£	£	£
Unrestricted funds			
General fund	102,165	63,416	165,581
	<u>102,165</u>	<u>63,416</u>	<u>165,581</u>
TOTAL FUNDS	<u>102,165</u>	<u>63,416</u>	<u>165,581</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	785,444	(722,028)	63,416
	<u>785,444</u>	<u>(722,028)</u>	<u>63,416</u>
TOTAL FUNDS	<u>785,444</u>	<u>(722,028)</u>	<u>63,416</u>

TROJANS SCHEME

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024

13. Movement in funds - continued

Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
General fund	40,054	62,111	102,165
TOTAL FUNDS	<u>40,054</u>	<u>62,111</u>	<u>102,165</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	658,142	(596,031)	62,111
TOTAL FUNDS	<u>658,142</u>	<u>(596,031)</u>	<u>62,111</u>

14. Related party disclosures

There were no related party transactions for the year ended 31 December 2024.

TROJANS SCHEME

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2024

	31.12.24 £	31.12.23 £
Income and endowments		
Charitable activities		
Fee income	785,444	658,142
Total incoming resources	785,444	658,142
Expenditure		
Charitable activities		
Staff costs	354,091	301,739
Premises costs	60,282	43,284
Insurance	3,740	2,250
Sundries	2,957	2,459
Equipment and activities	28,656	24,965
Snacks and drinks	36,671	30,629
Recruitment costs	16,571	16,993
	502,968	422,319
Support costs		
Management		
Staff costs	153,439	102,634
Head office costs	55,007	59,603
Depreciation	549	734
	208,995	162,971
Governance costs		
Accountancy and legal fees	5,893	5,599
Trustee meeting costs	-	49
Bank charges and interest	4,172	5,093
	10,065	10,741
Total resources expended	722,028	596,031
Net income	63,416	62,111

This page does not form part of the statutory financial statements

TROJANS SCHEME

England & Wales - Charity number 1108509

Accounts

REGISTERED COMPANY NUMBER: 05347511 (England and Wales)
REGISTERED CHARITY NUMBER: 1108509

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 December 2023
for
Trojans Scheme

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Trojans Scheme

Contents of the Financial Statements
for the Year Ended 31 December 2023

	Page
Chair's Report	1
Report of the Trustees	2 to 8
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11 to 12
Cash Flow Statement	13
Notes to the Cash Flow Statement	14
Notes to the Financial Statements	15 to 19
Detailed Statement of Financial Activities	20

Trojans Scheme

Chair's Report for the Year Ended 31 December 2023

I am pleased to report that, overall, this was a year of positive and sustained good progress. We had a full return to our usual service levels, after the careful rebuilding of revenues, sensitively managed rebalancing of our core costs and the stabilising of finances over almost three years of 'surviving' and then recovering from the restrictions to our operations during the coronavirus period.

From the start of the year and onwards, our Senior Team, supported by the Trustees, focused on better positioning the organisation for enhancing and extending our services and achieving measured growth in both the numbers of service users at our services and the number and geographical spread of our clubs.

In September 2023 we launched a new service at Cathedral School, in the London Borough of Southwark. This was warmly welcomed by both the school and the parents. The club enjoyed a strong start and has received very positive feedback from the 'get go'.

August 2023 saw the first anniversary of our relocation to new and more suitable office accommodation and our major rebrand of our operating name to "The Play Professionals", to more appropriately reflect the nature and breadth of our service and expertise.

The accounts, which follow in this Annual Report, show that we achieved a very satisfactory operating surplus of £62,111 by the year end. The previous year, to 31 December 2022 had resulted in a modest surplus of just over £6,600, at the end of a challenging period as we successfully continued and concluded our recovery plan at the end of the coronavirus pandemic.

Our total reserves have also steadied to £102,165 (from £40,054 at the end of the previous period) and we have continued this positive direction in the following accounting period. In keeping with our strategy to ensure that all of our clubs are independently financially sustainable, modest price increases were made for the start of the academic year at most service settings.

We continue to invest in, reward, encourage and train our staff team to be the very best they can be and it is they who continue to maintain the reputation of The Play Professionals as one of the leading providers in our sector. They are a dedicated, professional and hard working team and they consistently drive the highest standards of excellence.

Ofsted, as the statutory inspector of our services, carries out periodic visits to assess the quality of our services and our compliance with recognised standards. During an inspection in the last quarter of the 2023 year, the Inspectorate recognised the positive experiences of children, the exciting and welcoming settings and the positive environments in which the staff excel at supporting children's development and that we deliver consistently strong practice.

Our Head of Service and our outstanding and hardworking Head Office colleagues continue to effectively and successfully manage all aspects of our operations, ably support and encourage our practitioner team and guide and energise our continuing development. I thank them all for their exceptional contribution to The Play Professionals.

Our financial strategy has to remain as minimising central costs wherever possible, maintaining a fair, flexible and affordable approach to fees and putting the maximum resources into our charitable activities, as we receive no statutory funding.

We are, as ever, aware of the responsibilities we have in supporting many families and ensuring that their children are well looked after by the outstanding teams of experienced play-workers at each of our breakfast, after school and holiday clubs. We recognise that many of the families we support face difficult financial times and we do not underestimate the very broad social value we deliver to the parents, the families of the children and the communities we serve.

Enhancing & enriching the play experience for the many hundreds of young people who participate at our clubs is what we strive to do incredibly well. We know that we have a positive impact on their lives and deliver wide social benefit.

My gratitude, as ever, to my colleagues on the Board of Trustees, many of whom have given close to ten years inspiring service. It is a privilege to work with them and the Charity benefits from the commitment, energy, skills and expertise which they bring to the exercise of their charitable and financial governance.

Nick Mason OBE FRSA
September 2024

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT

Charitable aims

The charitable aims of the Trojans Scheme, as set out in its governing document are: "To advance the education of school age children through the provision of educational, play and recreational activities especially those that help develop their physical, intellectual and creative potential such that they may grow to full maturity as individuals and members of society".

Statement of purpose

1. Why we exist

The Charity was founded in 1995 in response to both a lack of affordable childcare and a safe, inclusive and stimulating playing environment for children in inner city London. Since then, we have grown and currently support an average of 300 children daily, providing families with affordable and flexible childcare at our Breakfast and After School clubs.

2. Who we are

We have a committed team of staff, volunteers and Trustees, who are passionate about improving outcomes for children. We are a pioneering social enterprise, almost entirely funded by parents' fees.

3. Our approach

a) Provide play, recreational and educational activities for school-age children through breakfast, after-school and holiday clubs.

b) Provide volunteering and internship opportunities and employ the skills and time our volunteers and interns are prepared to offer. In doing so, we help build skills of generations of young volunteers in our operating area.

c) As established leaders in our field, we share our knowledge and expertise through contributing to local and national policy-making, while delivering training and development for our staff and others.

d) Being a listening and learning organisation that consults regularly with our service users, staff and volunteers so that we can improve what we do, daily.

Meeting the Public Benefit

The need for safe, flexible and affordable play activities is essential to the well-being of children and often to the economic stability of families. Nowhere is that more important than in urban areas where play space is often not accessible to young children and where pressures on families overall are greater. The Charity works in a wide range of socio-economic environments including some of the most disadvantaged communities in the country.

Attending an after-school club, breakfast club or holiday club ensures that parents know their children are safe and well-cared for in professional, regulated play environments. In addition, access to meaningful, child-led play opportunities promote physical and mental wellbeing for children. Safe, welcoming spaces for children before and after school and during the school holidays can alleviate tensions created by factors including poor housing and limited access to outdoor spaces, crime and gang culture or other social issues.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

THE YEAR IN FOCUS

Introduction

The twenty-eighth continuous year of operation of the Charity was one of positive and sustained good progress. We were able to put behind us the challenging circumstances of the pandemic years, which had stretched the Charity's resilience, and returned to our usual service levels, with careful rebuilding of revenues, effective management of core costs and focus on steadying our finances and operating reserves.

We marked the first anniversary of our major rebrand of our operating name to "The Play Professionals", which more appropriately reflects the nature of our service and expertise and better positions us for enhancing and extending our service and measured growth in the number and geographical spread of our clubs.

We achieved a robust surplus of £62,111 by the year end (2022, by contrast, had given us a modest surplus of £6,603). We started the period with session prices held at the same rate as the previous few years however, in order to ensure that all of our clubs are independently financially sustainable, modest price increases were introduced in most cases for the start of the year.

From September 2019, there was a change in the way that Ofsted inspects 'out of school' childcare services. Under the new Ofsted regulations, 'Met' is the highest grade we can receive, and demonstrates the excellence of the team and the service offered to children and parents. There was an Ofsted inspection at one of our sites during the period under review, with excellent outcomes and recognition of the consistently strong practices of our staff team, the exciting and welcoming setting and the positive experiences of the children.

During 2023, we consistently provided around 2,000 places a week across our clubs, thus supporting many hundreds of families through the provision of safe and affordable out of school care. Opportunities for physical, exploratory and imaginative play are often harder to access for children from inner city environments and the Charity's professional play workers enabled children to benefit from over 4,500 hours of play a week.

Since 2013 over 90% of the Charity's income has come directly from parents whose children use our services. Nevertheless we work hard to ensure that all children are able to access play opportunities; around 2% of the children are able to access free places whilst for many more parents, working tax credits, childcare vouchers and other government financial schemes can enable the cost of a three hour session to be as little as £5.00 for the family. In addition, the Charity offers subsidised childcare places for staff and people volunteering with the organisation.

Alongside our regular after school services, we also provide a short notice and emergency provision. The "Superheroes" service ensures that children can be collected at the end of the school day, at short notice, when a parent finds that they are unable to get to school in time for whatever reason. During the year under review, our "Superheroes" continued to come to the rescue on a regular basis. The numbers of parents who use this option demonstrates an ongoing need for this flexible addition to our regular services. The benefits of the rapidly responsive "Superheroes" service include parental peace of mind and the provision of a safe and secure play environment for their children.

Centres

At the end of 2023, the Charity was providing breakfast and after school clubs at seven school sites across Lambeth, Wandsworth and Southwark. During the year we opened a new after school club at Cathedral School in Southwark. Our strong and positive working relationship with Ofsted enables us to secure statutory registration for new sites within sensible timeframes and the new service had a very strong start and has had very positive feedback from parents, children and the school.

New Breakfast and After School Club services had opened at Reay Primary School in the previous year, as a result of the school approaching us. Attendance numbers have steadily grown at both Reay and Cathedral and our team of practitioners are delivering a quality service, as recognised by Ofsted.

Our largest clubs now have as many as 90 children attending on a daily basis, whilst others, often in new and growing schools, have smaller numbers of children. Whatever the size of each club, they promote a safe, friendly and fun environment where children of different ages are given opportunities to express themselves through play. Qualified play-workers and managers at each club work with colleagues and the children to develop a flexible programme of creative, imaginative and physical play, leading to the development of a wide range of skills.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

Overall attendance at clubs remained steady through the year. We were providing approximately 1,300 sessions per week at after school clubs and 600 places per week at Breakfast Clubs where we were operating. The growing demand for Breakfast Club places demonstrates the increasing need for out of schools services for parents at the beginning of the working day.

We are proud of the close relationship we enjoy with parents and with schools. During the year we regularly supported families at times of crisis by providing short term and emergency support through our 'Superheroes' service and working with partner schools to provide additional support for families in need.

Holiday Clubs

Where there is demand, we run Holiday Playschemes at times of school holiday breaks. Our Holiday Clubs are very popular, well subscribed and provide a safe, fun environment for children from 8.00am to 6.00pm on each working day and provide parents with the reassurance of high quality and engaging care for their children.

RISK MANAGEMENT

The Board of Trustees and the Head of Service are responsible for risk management. The Charity maintains a Risk Register which is closely monitored and regularly reviewed (the most recent review being in September 2022).

Our current priorities are:

1. Child Welfare

The Charity provides breakfast and after school clubs for approximately 300 children each day across a number of sites as well as Playschemes during most major holidays. As well as the risk that something could happen to a child or children whilst they are in the Charity's care there are also risks related to possible failures to respond effectively to allegations or disclosures.

Key controls:

- a. We have safeguarding policies in place that were reviewed in 2020 to ensure that they are fit for purpose;
- b. We employ senior operational staff, including the Head of Service and Centre Managers who are qualified and experienced sector professionals;
- c. We ensure that all staff, volunteers and interns working with children are recruited following safe recruitment guidelines, including DBS checks and references;
- d. We ensure that all staff, volunteers and interns working with children receive appropriate training and support to meet the requirements of their roles.

2. Finance

We are a registered charity and company limited by guarantee. In recent years statutory funding that historically supplemented parents' contributions has virtually ceased and the organisation is now effectively a commercial not-for-profit business. We have an ongoing need to ensure the viability of this model in order to meet our charitable purpose of providing fun, safe play opportunities for children.

Key Controls:

- a. We have financial procedures in place that are regularly reviewed to ensure that they are fit for purpose;
- b. The Board of Trustees has a finance sub-committee led by the Joint Treasurers who are qualified and experienced finance professionals. The Finance sub-committee oversees all aspects of financial planning and monitoring and reports to the full Board;
- c. The Head of Service reviews the annual budget and monthly management accounts are also prepared by an external Finance Director to ensure financial compliance and monitoring systems are in place. Fees for services are reviewed annually and usually at the beginning of the academic year;
- f. Strict budgetary controls have ensured that the Charity's overall financial position has returned to an operating surplus after several years of deficits resulting from the coronavirus pandemic.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

3. Operations

The majority of the Charity's activity is regulated for children under five by Ofsted. The implications of one of our after-school clubs receiving an unfavourable rating from Ofsted can range from reduced attendance undermining the financial viability of a club to the termination of a partnership agreement from the host school and in some cases the registration being withdrawn or prosecution. In addition, our operational support model is based on a critical mass of centres and bookings which rely on appropriate staffing ratios to safely support the children present.

Key Controls:

- a. We undertake periodic quality assurance audits and 'Ofsted Ready' pre-inspection visits at all clubs annually and in advance of anticipated inspection dates;
- b. It is a requirement of Centre Managers that their sites attain 'Met' at an Ofsted inspection. Managers are qualified and experienced sector professionals;
- c. Centre Managers are required to regularly liaise with schools, including termly meetings with the Head teacher or delegated lead to maintain a positive relationship;
- d. The Head of Service also maintains strategic communications with partner schools on matters outside the remit of Centre Managers.

4. Failure to Operate

We provide a daily service to hundreds of working parents. Within the model there is an emergency service and our clubs can generally be expected to operate on any day that the host school is open. If we were unable to operate at any sites on expected operating days the damage to reputation could result in loss of bookings or in extreme cases, termination of agreements with schools.

Key Controls:

- a. Our terms and conditions comprehensively detail arrangements for school closures;
- b. The Head of Service and HR Assistant proactively and reactively manage staffing to ensure all sites are operational. In emergencies senior staff are also required to cover at sites;
- c. The Administration team sends registers and updates to each club by text, email and hard copy as required.

5. Cyber Risk

Like most organisations, we are reliant on technology to operate effectively. Booking and storage of children's information, dissemination of registers and staff sign-in and sign-out are examples of key functions that require access to operative ICT. Each site has connection to Head Office through smart phone technology. The Charity requires robust alternatives to ICT to ensure multi-site operations in the event of ICT failure.

Key Controls:

- a. We contract IT support to a specialist provider. In addition, key staff and Departments (Finance and HR) have smart phones with internet capability;
- b. Key technologies, notably the booking system are web-based making them more secure than a server hosted system; Confidential information is either self-entered by the user (children's information) or not accessed by our staff (bank details for termly bookings);
- c. Alternative technologies (e.g. texts and paper copies) are used to disseminate information as required.

FINANCIAL REVIEW

In the year 31 December 2023, we received income of £658,142 (2022: £534,302) and expended £596,031 (2022: £527,699) to give an operating surplus of £62,111 (2022: £6,603). This was a robust result, reversing the deficits we had seen in the period of the Coronavirus pandemic and was the result of significant work in reducing core costs and sound budgetary management.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

The steadying of our finances means that at 31 December 2023 our reserves stood at £102,165 (2022: £40,054). Whilst our reserves policy remains to hold reserves equal to three months expenditure, during the 2024 year we aim to continue to replenish our reserves in a manner which does not impact on our ability to deliver affordable and high quality services.

In response to the continuing need for play opportunities and the demand for our services from families the Charity had transitioned some years ago from a position where Local Authorities were the primary source of income to a financial model that relies almost solely on parents' contributions. Parents are either able to make a termly regular booking or access an ad hoc or emergency service ('Superheroes') that enables places to be made available up to 3.00pm on the day of the booking.

Parents are also able to directly access financial support from the Government in a number of ways including Tax Credits, universal benefits and childcare voucher schemes, where appropriate to their needs. Parents of children who are eligible for the school Pupil Premium can also access one session each week at a significantly reduced charge. As a result of financial restructuring over recent years The Play Professionals continues to provide a sustainable resource across multiple sites that offers good value to parents compared to other options including childminders and private sector alternatives.

We continue to focus on financial monitoring and have strong controls in place. Examples of these include:

- Strong financial expertise on our Board of Trustees, with three of our Trustees being Chartered Accountants, and an external Finance Director.
- Full management accounts, including balance sheets, are prepared on a monthly basis and reviewed at periodic conference calls for the Finance Trustee sub-committee.
- Independent Examination of our annual accounts. This provides detailed external and professional scrutiny.
- Monitoring our booking pipeline and income collection on a regular basis.

The Trustees are satisfied that our ongoing plan for financial health, current cash position and the robust financial controls are sufficient for the Charity to remain an effective going concern at the time of this report.

STAFF REMUNERATION

The Trustees review all staff salaries, including those of the key management personnel, and Head of Service periodically. Members of the Finance Sub-Committee make recommendations to the Board for decision. Employee remuneration was reviewed and increases implemented in Spring 2023.

LOOKING AHEAD INTO 2024

The Board of Trustees are confident that the charity's future prospects are positive and that it remains as a 'going concern'.

We implemented the major and planned rebrand of our operating name to "The Play Professionals" last year and the change more appropriately reflects the nature of our service, ethos and expertise and better positions us for enhancing and expanding our services and measured growth in the number and geographical spread of our clubs. Our statutory name remains as Trojans Scheme.

PEOPLE

We currently have 37 site based staff. Our teams of practitioners comprise qualified and experienced managers and play-workers, supplemented by 'bank' colleagues on occasion.

Head office staff comprise our Head of Service, Finance Coordinator, HR Coordinator, and Administration & Communications Coordinator. We also utilise volunteers to help with administration and we have a longstanding relationship with Westminster University through which we support intern placements. Our interns usually provide valuable assistance in the areas of finance and business, marketing and play-work. This supports office and site functions and promotes the service at a nominal cost.

We invest in our colleagues through regular statutory and voluntary training, quality assurance support and team building communication and activities. In 2024/2025, we will look towards Investors In People accreditation.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2023

We also propose to recruit up to two new trustees, to strengthen the skills and experience bases on the Board and to continue to develop our strategic plan.

GROWTH

As the Charity has now returned to a full and normal range of operations, after two years of pandemic disruptions, we continue to work with our host schools to increase attendance at sites and fully utilise available capacity. The ability to increase the take up of places in our existing sites and activity to launch new services is key to the sustainability of the organisation.

We are also identifying and responding to new opportunities at schools and our rebranded and redesigned website is assisting our focus on marketing our services. As schools seek new sources of revenue, many have taken 'out of school services' in-house but others are re-evaluating their existing external providers, which presents opportunities.

The advantages of external providers to schools are that the school does not meet recruitment, insurance and resources costs, and does not need to provide qualified staff and administration support.

Affordability varies throughout the borough and to an extent is the main driver when choosing an external provider. The Play Professionals is positioned as a 'preferred choice' based on our high levels of Experience, Quality, Consistency and Qualification.

Risk factors are minimised by all staff having appropriate qualifications and a robust system of monitoring performance.

We will continue discussion with a number of potential settings and further work will be undertaken to explore development opportunities in the borough of Southwark in the coming months.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trojans Scheme, which operated as 'Kids' City' up to 1 September 2022 and as 'The Play Professionals' from that date forwards, is a registered charity, number 1108509 and was incorporated as a limited company on 31 December 2004.

The articles of association provides for a minimum of four Trustees and a maximum of nine. One third (or the number nearest one third) of the Trustees must retire at each AGM, with those longest in office retiring first. A retiring Trustee is eligible for reappointment. New Trustees are elected by members each year at the annual general meeting.

Trustees hold full committee meetings at least four times a year, with additional sub-committee meetings held for specialist matters, such as finance, as required. At the quarterly Trustee committee meetings, the Trustees agree the broad strategy and areas for activity for the charity, including consideration of investments, fund raising, fee setting, reserves, risk management and performance. Day to day decisions regarding the operation of the charity during the year were delegated to the Head of Service, including the authority to incur expenditure, or enter contracts, for items up to £10,000.

A periodic Trustee 'away day' is held to provide appropriate training to Trustees on their responsibilities. An induction is provided to new Trustees, which includes an opportunity to visit one of the after school clubs and access to historic committee and sub-committee papers.

All Trustees give their time freely and no Trustee remuneration was paid in the year.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05347511 (England and Wales)

Registered Charity number

1108509

Trojans Scheme

Report of the Trustees
for the Year Ended 31 December 2023

Registered office

Richard Atkins School, New Park Road
Brixton Hill
London
SW2 4JP

Trustees

N Mason OBE (Chair)
C Aldridge (Deputy Chair)
Y Johnson (Joint Hon. Treasurer)
N J Soulsby (Joint Hon. Treasurer)
A R Penfold
S Tynan
S Perriard-Abdoh (Appointed 30 August 2023)

Karen Wilson has also been co-opted to the Board of Trustees, but is not a Company Director.

Independent Examiner

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Approved by order of the board of trustees on 24 September 2024 and signed on its behalf by:

Signed by:

9C9BF379D83A4C9.....
N Mason - Trustee

Independent Examiner's Report to the Trustees of
Trojans Scheme

Independent examiner's report to the trustees of Trojans Scheme ('the Company')

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

Responsibilities and basis of report

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

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

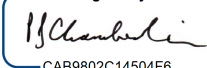
Independent examiner's statement

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

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

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

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

DocuSigned by:

CAB9802C14504F6...
Paul J Chamberlain

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Date: 24 September 2024

Trojans SchemeStatement of Financial Activities
for the Year Ended 31 December 2023

	Notes	Unrestricted fund £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
INCOME FROM					
Charitable activities	2				
Playschemes and training		658,142	-	658,142	532,447
Other income		-	-	-	1,855
Total		<u>658,142</u>	<u>-</u>	<u>658,142</u>	<u>534,302</u>
EXPENDITURE ON					
Charitable activities	3				
Playschemes and training		<u>596,031</u>	<u>-</u>	<u>596,031</u>	<u>527,699</u>
NET INCOME		62,111	-	62,111	6,603
RECONCILIATION OF FUNDS					
Total funds brought forward		40,054	-	40,054	33,451
TOTAL FUNDS CARRIED FORWARD		<u><u>102,165</u></u>	<u><u>-</u></u>	<u><u>102,165</u></u>	<u><u>40,054</u></u>

The notes form part of these financial statements

Trojans SchemeBalance Sheet31 December 2023

	Notes	Unrestricted fund £	Restricted fund £	31.12.23 Total funds £	31.12.22 Total funds £
FIXED ASSETS					
Tangible assets	9	2,200	-	2,200	2,934
CURRENT ASSETS					
Debtors	10	13,015	-	13,015	11,964
Cash in hand		225,644	-	225,644	166,321
		<u>238,659</u>	<u>-</u>	<u>238,659</u>	<u>178,285</u>
CREDITORS					
Amounts falling due within one year	11	(107,531)	-	(107,531)	(102,304)
NET CURRENT ASSETS		<u>131,128</u>	<u>-</u>	<u>131,128</u>	<u>75,981</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		133,328	-	133,328	78,915
CREDITORS					
Amounts falling due after more than one year	12	(31,163)	-	(31,163)	(38,861)
NET ASSETS		<u>102,165</u>	<u>-</u>	<u>102,165</u>	<u>40,054</u>
FUNDS	13				
Unrestricted funds				102,165	40,054
TOTAL FUNDS				<u>102,165</u>	<u>40,054</u>

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

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

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

Trojans Scheme

Balance Sheet - continued
31 December 2023

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

The financial statements were approved by the Board of Trustees and authorised for issue on 24 September 2024 and were signed on its behalf by:

Signed by:

.....
N Mason - Trustee

The notes form part of these financial statements

Trojans Scheme

Cash Flow Statement
for the Year Ended 31 December 2023

	Notes	31.12.23 £	31.12.22 £
Cash flows from operating activities			
Cash generated from operations	1	59,323	8,727
Net cash provided by operating activities		59,323	8,727
Change in cash and cash equivalents in the reporting period		59,323	8,727
Cash and cash equivalents at the beginning of the reporting period		166,321	157,594
Cash and cash equivalents at the end of the reporting period		225,644	166,321

The notes form part of these financial statements

Trojans Scheme

Notes to the Cash Flow Statement
for the Year Ended 31 December 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES			
	31.12.23	31.12.22	
	£	£	
Net income for the reporting period (as per the Statement of Financial Activities)	62,111	6,603	
Adjustments for:			
Depreciation charges	734	980	
(Increase)/decrease in debtors	(1,051)	2,057	
Decrease in creditors	(2,471)	(913)	
	<u>59,323</u>	<u>8,727</u>	
Net cash provided by operations	<u>59,323</u>	<u>8,727</u>	
2. ANALYSIS OF CHANGES IN NET FUNDS			
	At 1.1.23	Cash flow	At 31.12.23
	£	£	£
Net cash			
Cash at bank and in hand	166,321	59,323	225,644
	<u>166,321</u>	<u>59,323</u>	<u>225,644</u>
Total	<u>166,321</u>	<u>59,323</u>	<u>225,644</u>

The notes form part of these financial statements

Trojans Scheme

Notes to the Financial Statements
for the Year Ended 31 December 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

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

Income

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

Expenditure

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 33% on cost
Plant and machinery	- 25% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The financial statements have been prepared on a going concern basis after taking into account the current risks relating to COVID-19 as the Trustees have determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern.

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2023**2. INCOME FROM CHARITABLE ACTIVITIES**

		31.12.23	31.12.22
	Activity	£	£
Fee and grant income	Playschemes and training	658,142	532,447
		<u>658,142</u>	<u>532,447</u>

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 4)	Totals
	£	£	£
Playschemes and training	422,319	173,712	596,031
	<u>422,319</u>	<u>173,712</u>	<u>596,031</u>

4. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Playschemes and training	162,971	10,741	173,712
	<u>162,971</u>	<u>10,741</u>	<u>173,712</u>

5. NET INCOME/(EXPENDITURE)

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

	31.12.23	31.12.22
	£	£
Depreciation - owned assets	734	979
	<u>734</u>	<u>979</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2023 nor for the year ended 31 December 2022.

7. STAFF COSTS

	31.12.23	31.12.22
	£	£
Wages and salaries	404,373	377,751
	<u>404,373</u>	<u>377,751</u>

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

	31.12.23	31.12.22
Playscheme staff	31	28
Administrative staff	6	4
	<u>37</u>	<u>32</u>

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

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2023**8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME FROM			
Charitable activities			
Playschemes and training	532,447	-	532,447
Other income	1,855	-	1,855
Total	<u>534,302</u>	<u>-</u>	<u>534,302</u>
EXPENDITURE ON			
Charitable activities			
Playschemes and training	<u>527,699</u>	<u>-</u>	<u>527,699</u>
NET INCOME	6,603	-	6,603
RECONCILIATION OF FUNDS			
Total funds brought forward	33,451	-	33,451
TOTAL FUNDS CARRIED FORWARD	<u><u>40,054</u></u>	<u><u>-</u></u>	<u><u>40,054</u></u>

9. TANGIBLE FIXED ASSETS

	Improvements to property £	Plant and machinery £	Totals £
COST			
At 1 January 2023 and 31 December 2023	<u>15,839</u>	<u>12,110</u>	<u>27,949</u>
DEPRECIATION			
At 1 January 2023	15,839	9,176	25,015
Charge for year	<u>-</u>	<u>734</u>	<u>734</u>
At 31 December 2023	<u>15,839</u>	<u>9,910</u>	<u>25,749</u>
NET BOOK VALUE			
At 31 December 2023	<u>-</u>	<u>2,200</u>	<u>2,200</u>
At 31 December 2022	<u><u>-</u></u>	<u><u>2,934</u></u>	<u><u>2,934</u></u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2023**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.23	31.12.22
	£	£
Trade debtors	2,245	126
Prepayments and accrued income	10,770	11,838
	<u>13,015</u>	<u>11,964</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.23	31.12.22
	£	£
Trade creditors	7,131	10,261
Social security and other taxes	5,535	5,346
Other creditors	7,698	6,937
Deferred income	68,946	62,816
Accrued expenses	18,221	16,944
	<u>107,531</u>	<u>102,304</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.12.23	31.12.22
	£	£
Other creditors	<u>31,163</u>	<u>38,861</u>

13. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	40,054	62,111	102,165
	<u>40,054</u>	<u>62,111</u>	<u>102,165</u>
TOTAL FUNDS	<u>40,054</u>	<u>62,111</u>	<u>102,165</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	658,142	(596,031)	62,111
	<u>658,142</u>	<u>(596,031)</u>	<u>62,111</u>
TOTAL FUNDS	<u>658,142</u>	<u>(596,031)</u>	<u>62,111</u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2023**13. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
General fund	33,451	6,603	40,054
TOTAL FUNDS	<u>33,451</u>	<u>6,603</u>	<u>40,054</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	534,302	(527,699)	6,603
TOTAL FUNDS	<u>534,302</u>	<u>(527,699)</u>	<u>6,603</u>

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2023.

Trojans Scheme

Detailed Statement of Financial Activities
for the Year Ended 31 December 2023

	31.12.23 £	31.12.22 £
INCOME		
Charitable activities		
Fee and grant income	658,142	532,447
Other income		
Consultancy and other income	-	1,855
Total incoming resources	658,142	534,302
EXPENDITURE		
Charitable activities		
Staff costs	301,739	257,794
Premises costs	43,284	24,975
Insurance	2,250	3,643
Sundries	2,459	6,202
Equipment and activities	24,965	16,775
Snacks and drinks	30,629	23,792
Recruitment costs	16,993	7,456
	422,319	340,637
Support costs		
Management		
Staff costs	102,634	119,957
Head office costs	59,603	56,236
Depreciation	734	980
	162,971	177,173
Governance costs		
Accountancy and legal fees	5,599	4,915
Trustee meeting costs	49	-
Bank charges and interest	5,093	4,974
	10,741	9,889
Total resources expended	596,031	527,699
Net income	62,111	6,603

This page does not form part of the statutory financial statements

TROJANS SCHEME

England & Wales - Charity number 1108509

Accounts

REGISTERED COMPANY NUMBER: 05347511 (England and Wales)
REGISTERED CHARITY NUMBER: 1108509

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 December 2022
for
Trojans Scheme

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Trojans Scheme

Contents of the Financial Statements
for the Year Ended 31 December 2022

	Page
Chair's Report	1
Report of the Trustees	2 to 8
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11 to 12
Cash Flow Statement	13
Notes to the Cash Flow Statement	14
Notes to the Financial Statements	15 to 19
Detailed Statement of Financial Activities	20

Trojans Scheme

Chair's Report for the Year Ended 31 December 2022

This was definitely a year of two distinct halves - we launched into 2022 still in recovery mode from the challenges of the coronavirus 'lockdown' years, operating within the constraints of our plan to return to normal service levels and with a focus on cutting core costs, rebuilding revenue levels and stabilising and securing our financial position.

Our Board and Senior Team remained rapidly responsive with our financial management and ably demonstrated the resilience of this Charity in successfully negotiating the operating complexities brought by the pandemic. They have all done so much over the last two years to safeguard the charity during the most testing of times and to guide our future development and I thank them all for their continuing and excellent contributions.

The second half of the year was notable for its positivity and forward progress, led by our Head of Service and supported by our outstanding and hardworking Head Office and Practitioner teams.

We moved into new and more suitable office accommodation in August 2022 and implemented the planned rebrand of our operating name to "The Play Professionals" from September 2022. The change more appropriately reflects our service and expertise and better positions us for marketing and measured growth in the number and geographical spread of our clubs.

The accounts, which follow in this Annual Report, show that we achieved a modest surplus of just over £6,600 by the year end (2021, by contrast, had given us a deficit of close to £67,000). Our reserves had also rallied to £40,054 and further progress has been made since the end of the accounting period. We started the period with session prices held at the same rate as the previous few years. However, in order to ensure that all of our clubs are independently financially sustainable, modest price increases were introduced for the start of the academic year.

Our strategy has to remain as minimising central costs wherever possible, maintaining a fair, flexible and affordable approach to fees and putting the maximum resources into our charitable activities, as we receive no statutory funding. We recognise that many of the families we support face difficult financial times and we do not underestimate the very broad social value we deliver to the parents, families of the children and the communities we serve.

We are very aware of the responsibilities we have in supporting many families and ensuring that their children are well looked after by the outstanding teams of experienced play-workers at each of our breakfast, after school and holiday clubs. Enhancing & enriching the play experience for our service users is what we strive to do incredibly well. We know that we have a positive impact on their lives and deliver social benefit.

We invest in, encourage and train our staff colleagues to be the very best they can be and it is they who continue to maintain the reputation of The Play Professionals as a leading provider in our sector. They are a dedicated and hard working team, they consistently drive higher standards of excellence and we are all very proud of their achievements and the recognition that Ofsted, as the statutory inspector of our services, gives them.

My thanks also, as ever, to all my colleagues on the Board of Trustees. It is a privilege to work with them and the Charity benefits from the commitment, energy, skills and expertise which they bring to the exercise of their charitable and financial governance.

Nick Mason OBE FRSA
September 2023

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

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

OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT

Charitable aims

The charitable aims of the Trojans Scheme, as set out in its governing document are:

"To advance the education of school age children through the provision of educational, play and recreational activities especially those that help develop their physical, intellectual and creative potential such that they may grow to full maturity as individuals and members of society".

Statement of purpose

1. Why we exist

The Charity was founded in 1995 in response to both a lack of affordable childcare and a safe, inclusive and stimulating playing environment for children in inner city London. Since then, we have grown and currently support an average of 300 children daily, providing families with affordable and flexible childcare at our Breakfast and After School clubs.

2. Who we are

We have a committed team of staff, volunteers and Trustees, who are passionate about improving outcomes for children. We are a pioneering social enterprise, almost entirely funded by parents' fees.

3. Our approach

a) Provide play, recreational and educational activities for school-age children through breakfast, after-school and holiday clubs.

b) Provide volunteering and internship opportunities and employ the skills and time our volunteers and interns are prepared to offer. In doing so, we help build skills of generations of young volunteers in our operating area.

c) As established leaders in our field, we share our knowledge and expertise through contributing to local and national policy-making, while delivering training and development to our staff and others.

d) Being a listening and learning organisation that consults regularly with our service users, staff and volunteers so that we can improve what we do, daily.

Meeting the Public Benefit

The need for safe, flexible and affordable play activities is essential to the well-being of children and often to the economic stability of families. Nowhere is that more important than in urban areas where play space is often not accessible to young children and where pressures on families overall are greater. The Charity works in a wide range of socio-economic environments including some of the most disadvantaged communities in the country.

Attending an after school club, breakfast club or holiday club ensures that parents know their children are safe and well-cared for in professional, regulated play environments. In addition, access to meaningful, child-led play opportunities promote physical and mental wellbeing for children. Safe, welcoming spaces for children before and after school and during the school holidays can alleviate tensions created by factors including poor housing and limited access to outdoor spaces, crime and gang culture or other social issues.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

THE YEAR IN FOCUS

Introduction

The twenty-seventh year of operation of the Charity was significantly more positive than the two years which preceded it. The challenging circumstances of the pandemic years had stretched the Charity's resilience, but careful recovery planning over the course of the year by the Board and Senior Team have stabilised and secured our financial position. The focus on core cost cutting has been successful and the Charity moved into significantly less expensive office accommodation in August 2022.

We implemented the planned rebrand of our operating name to "The Play Professionals" from 1 September 2022. The change more appropriately reflects our service and expertise and better positions us for marketing and measured growth in the number and geographical spread of our clubs.

We achieved a modest surplus of just over £6,600 by the year end (2021, by contrast, had given us a deficit of close to £67,000). We started the period with session prices held at the same rate as the previous few years however, in order to ensure that all of our clubs are independently financially sustainable, modest price increases were introduced for the start of the academic year.

From September 2019, there was a change in the way that Ofsted inspects 'out of school' childcare services. Under the new Ofsted regulations, 'Met' is the highest grade we can receive, and demonstrates the excellence of the team and the service offered to children and parents. There were Ofsted inspections of our sites during the period under review.

During the course of 2022, we consistently provided around 2,000 places a week across our clubs, thus supporting many hundreds of families through the provision of safe and affordable out of school care. Opportunities for physical, exploratory and imaginative play are often harder to access for children from inner city environments and the Charity's professional play workers enabled children to benefit from over 4500 hours of play a week.

Since 2013 over 90% of the Charity's income has come directly from parents whose children use our services. Nevertheless we work hard to ensure that all children are able to access play opportunities; around 2% of the children are able to access free places whilst for many more parents, working tax credits, childcare vouchers and other government financial schemes can enable the cost of a three hour session to be as little as £5.00 for the family. In addition, the Charity offers subsidised childcare places for staff and people volunteering with the organisation.

Alongside our regular after school services, we also provide short notice and emergency provision. The 'Superheroes' service ensures that children can be collected from school at short notice when a parent finds themselves unable to get to school in time. During 2022, our 'Superheroes' came to the rescue on a regular basis. The numbers of parents that continue to use this option demonstrates an ongoing need for this flexible alternative to our regular services. The continuing benefits of the 'Superheroes' service include giving parents peace of mind and providing a safe, secure play environment for their children.

Centres

At the end of year under review, the Charity was providing breakfast and after school clubs at a total of six school sites across three London Boroughs: Lambeth, Merton and Wandsworth.

During the following period of operation, a new after school club will be opened at Cathedral School in Southwark. Our strong and positive working relationship with Ofsted enables us to secure statutory registration for new sites within sensible timeframes.

New Breakfast and After School Club services had opened at Reay Primary School at the start of the 2021/22 Academic year, as a result of the school approaching us. Attendance numbers have steadily grown and our team of practitioners are delivering a quality service.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

Our largest clubs now have as many as 90 children attending on a daily basis, whilst others, often in new and growing schools, have smaller numbers of children. Whatever the size of each club, they promote a safe, friendly and fun environment where children of different ages are given opportunities to express themselves through play. Qualified play-workers and managers at each club work with colleagues and the children to develop a flexible programme of creative, imaginative and physical play, leading to the development of a wide range of skills.

Overall attendance at clubs remained steady through the year. We were providing approximately 1,300 sessions per week at after school clubs and 600 places per week at Breakfast Clubs where we were operating. The growing demand for Breakfast Club places demonstrates the increasing need for out of schools services for parents at the beginning of the working day.

We are proud of the close relationship we enjoy with parents and with schools. During the year we regularly supported families at times of crisis by providing short term and emergency support through our 'Superheroes' service and working with partner schools to provide additional support for families in need.

Holiday Clubs

Where there is demand, we run Holiday Playschemes at times of school holiday breaks. Our Holiday Clubs are very popular, well subscribed and provide a safe, fun environment for children from 8.00am to 6.00pm on each working day and provide parents with the reassurance of high quality and engaging care for their children.

RISK MANAGEMENT

The Board of Trustees and the Head of Service are responsible for risk management. The Charity maintains a Risk Register which is closely monitored and regularly reviewed (the most recent review being in September 2022).

Our current priorities are:

1. Child Welfare

The Charity provides breakfast and after school clubs for approximately 300 children each day across a number of sites as well as Playschemes during most major holidays. As well as the risk that something could happen to a child or children whilst they are in the Charity's care there are also risks related to possible failures to respond effectively to allegations or disclosures.

Key controls:

- a. We have safeguarding policies in place that were reviewed in 2020 to ensure that they are fit for purpose;
- b. We employ senior operational staff, including the Head of Service and Centre Managers who are qualified and experienced sector professionals;
- c. We ensure that all staff, volunteers and interns working with children are recruited following safe recruitment guidelines, including DBS checks and references;;
- d. We ensures that all staff, volunteers and interns working with children receive appropriate training and support to meet the requirements of their roles.

2. Finance

We are a registered charity and company limited by guarantee. In recent years statutory funding that historically supplemented parents' contributions has reduced and the organisation is now effectively a commercial not-for-profit business. We have an ongoing need to ensure the viability of this model in order to meet our charitable purpose of providing fun, safe play opportunities for children.

Key Controls:

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

- a. We have financial procedures in place that are regularly reviewed to ensure that they are fit for purpose;
- b. The Board of Trustees has a finance sub-committee led by the Treasurer who is a qualified and experienced finance professional. The Finance sub-committee oversees all aspects of financial planning and monitoring and reports to the full Board;
- c. The Head of Service prepares an annual budget and monthly management accounts are also prepared to ensure financial compliance and monitoring systems are in place. Fees for services are reviewed annually at the beginning of the academic year;
- d. Strict budgetary controls have ensured that the Charity's overall financial position has returned to an operating surplus after several years of deficits resulting from the coronavirus pandemic.

3. Operations

The majority of the Charity's activity is regulated for children under five by Ofsted. The implications of one of our afterschool club receiving an unfavourable rating from Ofsted can range from reduced attendance undermining the financial viability of a club to the termination of a partnership agreement from the host school and in some cases the registration being withdrawn or prosecution. In addition our operational support model is based on a critical mass of centres and bookings which rely on appropriate staffing ratios to safely support the children present.

Key Controls:

- a. We undertake periodic quality assurance audits and 'Ofsted Ready' pre-inspection visits at all clubs annually and in advance of anticipated inspection dates;
- b. It is a requirement of Centre Managers that their sites attain 'Met' at an Ofsted inspection. Managers are qualified and experienced sector professionals;
- c. Centre Managers are required to regularly liaise with schools, including termly meetings with the Head teacher or delegated lead to maintain a positive relationship;
- d. The Head of Service also maintains strategic communications with partner schools on matters outside the remit of Centre Managers.

4. Failure to Operate

We provide a daily service to hundreds of working parents. Within the model there is an emergency service and our clubs can generally be expected to operate on any day that the host school is open. If we were unable to operate at any sites on expected operating days the damage to reputation could result in loss of bookings or in extreme cases, termination of agreements with schools.

Key Controls:

- a. Our terms and conditions comprehensively detail arrangements for school closures;
- b. The Head of Service and HR Assistant proactively and reactively manage staffing to ensure all sites are operational. In emergencies senior staff are also required to cover at sites;
- c. The Administration team sends registers and updates to each club by text, email and hard copy as required.

5. Cyber Risk

Like most organisations, we are increasingly reliant on technology to operate effectively. Booking and storage of children's information, dissemination of registers and staff sign-in and sign-out are examples of key functions that require access to operative ICT. Each site has connection to Head Office through smart phone technology. The Charity requires robust alternatives to ICT to ensure multi-site operations in the event of ICT failure.

Key Controls:

- a. We contract IT support to a specialist provider. In addition key staff and Departments (Finance and HR) have smart phones with internet capability;
- b. Key technologies, notably the booking system are web-based making them more secure than a server hosted system; Confidential information is either self-entered by the user (children's information) or not accessed by our staff (bank details for termly bookings);
- c. Alternative technologies (e.g. texts and paper copies) are used to disseminate information as required.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

FINANCIAL REVIEW

In the calendar year 2022, we received income of £534,302 and expended £527,699 to give an operating surplus of £6,603. This was a satisfactory result, reversing deficits in the period of the Coronavirus pandemic and was the result of significant work in reducing core costs and budgetary management as the charity completed its Covid recovery plan.

As at 31 December 2022 our reserves stood at £40,054 (2021 - £33,451). Whilst our reserves policy remains to hold reserves equal to three months expenditure, during the 2023 year we aim to continue to replenish our reserves in a manner which does not impact on our ability to deliver affordable and high quality services. We had dropped below our 'target' reserves in the two preceding financial years, but these have started to recover positively during the first six months of 2023.

In response to the continuing need for play opportunities and the demand for our services from families the Charity had transitioned some years ago from a position where Local Authorities were the primary source of income to a financial model that relies almost solely on parents' contributions. Parents are either able to make a termly regular booking or access an ad hoc or emergency service ('Superheroes') that enables places to be made available up to 3.00pm on the day of the booking.

Parents are also able to directly access financial support from the Government in a number of ways including Tax Credits, universal benefits and childcare voucher schemes, where appropriate to their needs. Parents of children who are eligible for the school Pupil Premium can also access one session each week at a significantly reduced charge. As a result of financial restructuring over recent years The Play Professionals continues to provide a sustainable resource across multiple sites that offers good value to parents compared to other options including childminders and private sector alternatives.

- We continue to focus on financial monitoring and have strong controls in place. Examples of these include:
 - Strong financial expertise on our Board of Trustees, with three of our Trustees being Chartered Accountants, and an external Finance Director
 - Full management accounts, including balance sheets, are prepared on a monthly basis and reviewed at periodic conference calls for the Finance Trustee sub-committee.
 - Monitoring our booking pipeline and income collection on a regular basis.

The Trustees are satisfied that our ongoing plan for financial health, current cash position and the robust financial controls are sufficient for the Charity to remain an effective going concern at the time of this report.

STAFF REMUNERATION

The Trustees review all staff salaries, including those of the key management personnel, and Head of Service periodically. Members of the Finance Sub-Committee make recommendations to the Board for decision. Employee remuneration was reviewed in February 2023 for increases implemented from spring 2023.

LOOKING AHEAD INTO 2023

The challenging circumstances of the pandemic years stretched the Charity's resilience but much hard work and careful planning by the Board and Senior Team has stabilised and secured the financial activities of the Charity. The focus on core cost cutting has been successful and the Charity moved into significantly less expensive office accommodation in August 2022. Increasing capacity and building booking numbers at our sites, with further revenue increases, are under regular discussion.

The Board of Trustees are confident that the charity's future prospects are positive and that it remains as a 'going concern'.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2022

We implemented the planned rebrand of our operating name to "The Play Professionals" from 1 September 2022. The change more appropriately reflects our service and expertise and better positions us for marketing and measured growth in the number and geographical spread of our clubs. Our statutory name remains as Trojans Scheme.

PEOPLE

We currently have close to 30 site based staff. Our teams of practitioners comprise qualified and experienced managers and play-workers.

Head office staff comprise our Head of Service, Finance Coordinator, HR Coordinator, and Administration Coordinator. We also utilise volunteers to help with administration and we have a longstanding relationship with Westminster University through which we support intern placements. Our interns usually provide valuable assistance in the areas of finance and business, marketing and play-work. This supports office and site functions and promotes the service at a nominal cost.

We invest in our colleagues through regular statutory and voluntary training, quality assurance support and team building communication and activities. In 2023, we will progress towards Investors In People accreditation.

We also propose to recruit up to two new trustees, to strengthen the skills and experience bases on the Board and to continue to develop our strategic plan.

In 2022 we launched our new and rebranded Website with professional input from a former colleague, who understands the organisation and is able to assist us with a cost effective service.

GROWTH

As the Charity has now returned to a full and normal range of operations, after two years of pandemic disruptions, we continue to work with our host schools to increase attendance at sites and fully utilise available capacity. The ability to increase the take up of places in our existing sites and activity to launch new services is key to the sustainability of the organisation.

We are also identifying and responding to new opportunities at schools and our rebranded and redesigned website is assisting our focus on marketing our services. As schools seek new sources of revenue many are taking on 'out of school services' in-house but others are re-evaluating their existing external providers, which presents opportunities.

The advantages of external providers to schools are that the school does not meet recruitment, insurance and resources costs, and does not need to provide qualified staff and administration support.

Affordability varies throughout the borough and to an extent is the main driver when choosing an external provider. We are positioned as a 'preferred choice' based on our high levels of Experience, Quality, Consistency and Qualification.

Risk factors are minimised by all staff having appropriate qualifications and a robust system of monitoring performance.

We have been in detailed discussion with a number of potential settings and, as a result, The Play Professionals will launch a brand new After School club at Cathedral School in Southwark from autumn 2023. Further work will be undertaken to explore development opportunities in that borough in the coming months.

Trojans Scheme

Report of the Trustees
for the Year Ended 31 December 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trojans Scheme, which operated as 'Kid's city' up to 1 September 2022 and as 'The play professionals' from that date forwards is a registered charity, number 1108509 and was incorporated as a limited company on 31 December 2004.

The articles of association provides for a minimum of four Trustees and a maximum of nine. One third (or the number nearest one third) of the Trustees must retire at each AGM, with those longest in office retiring first. A retiring Trustee is eligible for reappointment. New Trustees are elected by members each year at the annual general meeting.

Trustees hold full committee meetings at least four times a year, with additional sub-committee meetings held for specialist matters, such as finance, as required. At the quarterly Trustee committee meetings, the Trustees agree the broad strategy and areas for activity for the charity, including consideration of investments, fund raising, fee setting, reserves, risk management and performance. Day to day decisions regarding the operation of the charity during the year were delegated to the Head of Service, including the authority to incur expenditure, or enter contracts, for items up to £10,000.

A periodic Trustee 'away day' is held to provide appropriate training to Trustees on their responsibilities. An induction is provided to new Trustees, which includes an opportunity to visit one of the after school clubs and access to historic committee and sub-committee papers. All Trustees give their time freely and no Trustee remuneration was paid in the year.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05347511 (England and Wales)

Registered Charity number

1108509

Registered office

Richard Atkins School, New Park Road
Brixton Hill
London
SW2 4JP

Trustees

N Mason OBE (Chair)
C Aldridge (Deputy Chair)
Y Johnson (Joint Hon. Treasurer)
N J Soulsby (Joint Hon. Treasurer)
A R Penfold
S Tynan

Karen Wilson has also been co-opted to the Board of Trustees, but is not a Company Director.

Independent Examiner

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Approved by order of the board of trustees on 26 September 2023 and signed on its behalf by:

DocuSigned by:

Nick Mason

9C3BF379D63A4C9
N Mason - Trustee

Independent Examiner's Report to the Trustees of
Trojans Scheme

Independent examiner's report to the trustees of Trojans Scheme ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

DocuSigned by:

CAB9802C14504F6...

Paul J Chamberlain

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Date: 26 September 2023

Trojans SchemeStatement of Financial Activities
for the Year Ended 31 December 2022

	Notes	Unrestricted fund £	Restricted fund £	31.12.22 Total funds £	31.12.21 Total funds £
INCOME FROM					
Charitable activities	2				
Playschemes and training		532,447	-	532,447	341,335
Other income		1,855	-	1,855	135,075
Total		<u>534,302</u>	<u>-</u>	<u>534,302</u>	<u>476,410</u>
EXPENDITURE ON					
Charitable activities	3				
Playschemes and training		<u>527,699</u>	<u>-</u>	<u>527,699</u>	<u>543,339</u>
NET INCOME/(EXPENDITURE)		6,603	-	6,603	(66,929)
RECONCILIATION OF FUNDS					
Total funds brought forward		33,451	-	33,451	100,380
TOTAL FUNDS CARRIED FORWARD		<u><u>40,054</u></u>	<u><u>-</u></u>	<u><u>40,054</u></u>	<u><u>33,451</u></u>

The notes form part of these financial statements

Trojans SchemeBalance Sheet
31 December 2022

	Notes	Unrestricted fund £	Restricted fund £	31.12.22 Total funds £	31.12.21 Total funds £
FIXED ASSETS					
Tangible assets	9	2,934	-	2,934	3,913
CURRENT ASSETS					
Debtors	10	11,964	-	11,964	14,022
Cash in hand		166,321	-	166,321	157,594
		<u>178,285</u>	<u>-</u>	<u>178,285</u>	<u>171,616</u>
CREDITORS					
Amounts falling due within one year	11	(102,304)	-	(102,304)	(99,578)
NET CURRENT ASSETS		<u>75,981</u>	<u>-</u>	<u>75,981</u>	<u>72,038</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		78,915	-	78,915	75,951
CREDITORS					
Amounts falling due after more than one year	12	(38,861)	-	(38,861)	(42,500)
NET ASSETS		<u>40,054</u>	<u>-</u>	<u>40,054</u>	<u>33,451</u>
FUNDS	13				
Unrestricted funds				40,054	33,451
TOTAL FUNDS				<u>40,054</u>	<u>33,451</u>

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

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

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

Trojans Scheme

Balance Sheet - continued

31 December 2022

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

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

DocuSigned by:

Nick Mason

.....8C8BF378D63A4C8.....
N Mason - Trustee

Trojans SchemeCash Flow Statement
for the Year Ended 31 December 2022

	Notes	31.12.22 £	31.12.21 £
Cash flows from operating activities			
Cash generated from operations	1	8,727	19,591
Net cash provided by operating activities		8,727	19,591
Change in cash and cash equivalents in the reporting period		8,727	19,591
Cash and cash equivalents at the beginning of the reporting period		157,594	138,003
Cash and cash equivalents at the end of the reporting period		166,321	157,594

The notes form part of these financial statements

Trojans SchemeNotes to the Cash Flow Statement
for the Year Ended 31 December 2022**1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.12.22 £	31.12.21 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	6,603	(66,929)
Adjustments for:		
Depreciation charges	980	1,304
Decrease in debtors	2,057	21,054
(Decrease)/increase in creditors	(913)	64,162
Net cash provided by operations	<u>8,727</u>	<u>19,591</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.22 £	Cash flow £	At 31.12.22 £
Net cash			
Cash at bank and in hand	<u>157,594</u>	<u>8,727</u>	<u>166,321</u>
	<u>157,594</u>	<u>8,727</u>	<u>166,321</u>
Total	<u>157,594</u>	<u>8,727</u>	<u>166,321</u>

The notes form part of these financial statements

Trojans SchemeNotes to the Financial Statements
for the Year Ended 31 December 2022**1. ACCOUNTING POLICIES****Basis of preparing the financial statements**

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

Income

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

Expenditure

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 33% on cost
Plant and machinery	- 25% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The financial statements have been prepared on a going concern basis after taking into account the current risks relating to COVID-19 as the Trustees have determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern.

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2022**2. INCOME FROM CHARITABLE ACTIVITIES**

		31.12.22	31.12.21
	Activity	£	£
Fee and grant income	Playschemes and training	532,447	341,335
		<u>532,447</u>	<u>341,335</u>

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 4)	Totals
	£	£	£
Playschemes and training	340,637	187,062	527,699
	<u>340,637</u>	<u>187,062</u>	<u>527,699</u>

4. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Playschemes and training	177,173	9,889	187,062
	<u>177,173</u>	<u>9,889</u>	<u>187,062</u>

5. NET INCOME/(EXPENDITURE)

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

	31.12.22	31.12.21
	£	£
Depreciation - owned assets	979	1,305
	<u>979</u>	<u>1,305</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2022 nor for the year ended 31 December 2021.

7. STAFF COSTS

	31.12.22	31.12.21
	£	£
Wages and salaries	377,751	439,200
	<u>377,751</u>	<u>439,200</u>

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

	31.12.22	31.12.21
Playscheme staff	28	40
Administrative staff	4	4
	<u>32</u>	<u>44</u>

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

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2022**8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME FROM			
Charitable activities			
Playschemes and training	341,335	-	341,335
Other income	135,075	-	135,075
Total	<u>476,410</u>	<u>-</u>	<u>476,410</u>
EXPENDITURE ON			
Charitable activities			
Playschemes and training	<u>543,339</u>	<u>-</u>	<u>543,339</u>
NET INCOME/(EXPENDITURE)	(66,929)	-	(66,929)
RECONCILIATION OF FUNDS			
Total funds brought forward	100,380	-	100,380
TOTAL FUNDS CARRIED FORWARD	<u><u>33,451</u></u>	<u><u>-</u></u>	<u><u>33,451</u></u>

9. TANGIBLE FIXED ASSETS

	Improvements to property £	Plant and machinery £	Totals £
COST			
At 1 January 2022	19,479	12,110	31,589
Disposals	<u>(3,640)</u>	<u>-</u>	<u>(3,640)</u>
At 31 December 2022	<u>15,839</u>	<u>12,110</u>	<u>27,949</u>
DEPRECIATION			
At 1 January 2022	19,479	8,197	27,676
Charge for year	-	979	979
Eliminated on disposal	<u>(3,640)</u>	<u>-</u>	<u>(3,640)</u>
At 31 December 2022	<u>15,839</u>	<u>9,176</u>	<u>25,015</u>
NET BOOK VALUE			
At 31 December 2022	<u><u>-</u></u>	<u><u>2,934</u></u>	<u><u>2,934</u></u>
At 31 December 2021	<u><u>-</u></u>	<u><u>3,913</u></u>	<u><u>3,913</u></u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2022**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.22	31.12.21
	£	£
Trade debtors	126	3,201
Prepayments and accrued income	11,838	10,821
	<u>11,964</u>	<u>14,022</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.22	31.12.21
	£	£
Trade creditors	10,261	20,799
Social security and other taxes	5,346	6,067
Other creditors	6,937	7,500
Deferred income	62,816	49,156
Accrued expenses	16,944	16,056
	<u>102,304</u>	<u>99,578</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.12.22	31.12.21
	£	£
Other creditors	<u>38,861</u>	<u>42,500</u>

13. MOVEMENT IN FUNDS

	At 1.1.22	Net movement in funds	At 31.12.22
	£	£	£
Unrestricted funds			
General fund	33,451	6,603	40,054
	<u>33,451</u>	<u>6,603</u>	<u>40,054</u>
TOTAL FUNDS			
	<u>33,451</u>	<u>6,603</u>	<u>40,054</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	534,302	(527,699)	6,603
	<u>534,302</u>	<u>(527,699)</u>	<u>6,603</u>
TOTAL FUNDS			
	<u>534,302</u>	<u>(527,699)</u>	<u>6,603</u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2022**13. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.1.21 £	Net movement in funds £	At 31.12.21 £
Unrestricted funds			
General fund	100,380	(66,929)	33,451
TOTAL FUNDS	<u>100,380</u>	<u>(66,929)</u>	<u>33,451</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	476,410	(543,339)	(66,929)
TOTAL FUNDS	<u>476,410</u>	<u>(543,339)</u>	<u>(66,929)</u>

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2022.

Trojans SchemeDetailed Statement of Financial Activities
for the Year Ended 31 December 2022

	31.12.22 £	31.12.21 £
INCOME		
Charitable activities		
Fee and grant income	532,447	341,335
Other income		
Consultancy and other income	1,855	135,075
Total incoming resources	<u>534,302</u>	<u>476,410</u>
EXPENDITURE		
Charitable activities		
Staff costs	257,794	309,172
Premises costs	24,975	11,744
Insurance	3,643	3,491
Sundries	6,202	1,045
Equipment and activities	16,775	7,701
Snacks and drinks	23,792	12,191
Recruitment costs	7,456	-
	<u>340,637</u>	<u>345,344</u>
Support costs		
Management		
Staff costs	119,957	130,028
Head office costs	56,236	59,699
Depreciation	980	1,304
	<u>177,173</u>	<u>191,031</u>
Governance costs		
Accountancy and legal fees	4,915	5,238
Bank charges and interest	4,974	1,726
	<u>9,889</u>	<u>6,964</u>
Total resources expended	<u>527,699</u>	<u>543,339</u>
Net income/(expenditure)	<u><u>6,603</u></u>	<u><u>(66,929)</u></u>

TROJANS SCHEME

England & Wales - Charity number 1108509

Accounts

REGISTERED COMPANY NUMBER: 05347511 (England and Wales)
REGISTERED CHARITY NUMBER: 1108509

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 December 2021
for
Trojans Scheme

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Trojans Scheme

Contents of the Financial Statements
for the Year Ended 31 December 2021

	Page
Chair's Report	1
Report of the Trustees	2 to 8
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11 to 12
Cash Flow Statement	13
Notes to the Cash Flow Statement	14
Notes to the Financial Statements	15 to 19
Detailed Statement of Financial Activities	20

Trojans SchemeChair's Report
for the Year Ended 31 December 2021

As with the previous financial year, ongoing social distancing and school closure restrictions, brought in by Government to tackle the coronavirus pandemic, limited our capacity to return to 'normal' service levels for much of the first half of the period which this report covers. Despite this, we were able to build back to over 2,000 places and over 4,500 hours of play per week by the end of the year.

Our service users are young people and, for them, life had been led in the most extraordinary way during that long period of wide-sweeping restrictions to normal activities, suspensions of face-to-face schooling and the removal of opportunities for social interaction and structured play with their friends and peer groups. Our clubs were happily fully reopened from Easter 2021 and welcomed back children and their parents

We are very aware of the responsibilities we have in supporting many families and ensuring that their children are well looked after by the outstanding teams of experienced play-workers at each of our breakfast and after school clubs. Enhancing & enriching the play experience for our service users is what we strive to do incredibly well. We know that we have a positive impact on their lives and deliver social benefit.

We invest in, encourage and train our staff colleagues to be the very best they can be and it is they who continue to make Kids' City a leading provider in our sector and push our standards ever higher. They are a wonderful, dedicated and hard working team - they excel daily and we are all very proud of their achievements and the recognition that Ofsted, as the statutory inspector of our services, gives them.

Despite the challenges of the last two years, we continue to maintain a strong focus on the high standards and affordability of our provision to our service users. Our hard-working head office and staff teams ensure that we provide many safe, fun and friendly Breakfast Clubs, After School Clubs and Holiday Play schemes across a number of settings.

The accounts, which follow in this Annual Report, show a year of continued delivery of what Kids' City does best against a backdrop of challenges both financial and operational. The resilience and proactivity of our management team, so ably supported by our external finance advisers, has kept us on path of regular assessments, financial updates, in-depth discussions and actions to preserve the charity and its services.

Throughout this period, we have remained rapidly responsive with our financial management. The operating complexities brought by the pandemic, covered in more detail in the Trustees' report, gave us a disappointing but anticipated operating deficit of £66,929 (2020 - £56,077). The level of reserves, which we carried forward into 2022, were inevitably below our 'target' of at least three month's expenditure but these have now started to recover through the return of more normal operations, a clear focus on sustainable cost cutting and continuing to build revenue.

Our strategy has to remain as reducing central costs wherever possible, maintaining a fair and flexible approach to fees and putting the maximum resources into our charitable activities, as we receive no statutory funding. We recognise that many of the families we support face difficult financial times and we do not underestimate the broad social value we deliver to the parents, families of the children and the communities we serve.

As mentioned in my last annual report, our former CEO Jeremy Sandell retired a few months into this accounting period. Our new 'Head of Service, James Jalloh, very ably supported by our Head Office team and our outstanding team of practitioners, has brought us on swiftly with a strategy for financial recovery, refreshing our service and operations and rebranding our organisation to better reflect our expertise and impact. On behalf of the Board, I thank them all for their continuing and excellent contributions.

My thanks also, as ever, to all my colleagues on the Board of Trustees. They have done so much over the last two years to safeguard the charity during the most testing of times and to guide our future development. It is a privilege to work with them and to benefit from the commitment, energy, skills and expertise which they bring to the exercise of their charitable and financial governance.

Nick Mason OBE FRSA

September 2022

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT**Charitable aims**

The charitable aims of the Trojans Scheme, as set out in its governing document are:

"To advance the education of school age children through the provision of educational, play and recreational activities especially those that help develop their physical, intellectual and creative potential such that they may grow to full maturity as individuals and members of society".

Statement of purpose**1. Why we exist**

The Charity was founded in 1995 in response to both a lack of affordable childcare and a safe, inclusive and stimulating playing environment for children in inner city London. Since then, we have grown and currently support an average of 300 children daily, providing families with affordable and flexible childcare.

2. Who we are

We have a committed team of staff, volunteers and Trustees, who are passionate about improving outcomes for children. We are a pioneering social enterprise, almost entirely funded by parents' fees.

3. Our approach

a) Provide play, recreational and educational activities for school-age children through breakfast, after-school and holiday clubs.

b) Provide volunteering opportunities and employ the skills and time our volunteers are prepared to offer. In doing so, we help build skills of generations of young volunteers in South London.

c) As leaders in our field, we share our knowledge and expertise through contributing to local and national policy-making, while delivering training and development courses for young people and adults.

d) Being a listening and learning organisation that consults regularly with our service users, staff and volunteers so that we can improve what we do, daily.

Meeting the Public Benefit

The need for safe, flexible and affordable play activities is essential to the well-being of children and often to the economic stability of families. Nowhere is that more important than in urban areas where play space is often not accessible to young children and where pressures on families overall are greater. We include work in a wide range of socio-economic environments including some of the most disadvantaged communities in the country.

Attending an after school club, breakfast club or holiday club ensures that parents know their children are safe and well-cared for in professional, regulated play environments. In addition, access to meaningful, child-led play opportunities promote physical and mental wellbeing for children. Safe, welcoming spaces for children before and after school and during the school holidays can alleviate tensions created by factors including poor housing and limited access to outdoor spaces, crime and gang culture or other social issues.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021**THE YEAR IN FOCUS****Introduction**

The continuance of Government mandated coronavirus social distancing restrictions and the suspension of education settings in the first quarter of 2021 adversely affected the Charity, in as much as the organisation lost revenue for a further significant period as all our services were closed. We were able to take advantage of the Government Furlough scheme, which helped offset losses, but the Charity's twenty-sixth year of operation was still one of considerable financial challenge and carefully managed recovery planning. We also took advantage of a Government 'Bounce Back' loan of £50,000 to provide reassurance and medium term support to our balance sheet.

With changes to the number of clubs and children attending them, the Charity restructured its core and support services to reduce costs and, in the latter part of the year, this was beginning to yield positive effects.

Nevertheless, the fact that there was an operating deficit of over £66,000, as the Charity kept session prices at the same rate as the previous year and invested in the ongoing development and training of our qualified staff teams, demonstrates the long-term need to reduce overheads and ensure that all of our clubs are independently financially sustainable.

From September 2019, there was a change in the way that Ofsted inspects 'out of school' childcare services. Under the new Ofsted regulations, 'Met' is the highest grade we can receive, and demonstrates the excellence of the team and the service offered to children and parents. There were Ofsted inspections of our sites during the period under review.

The Charity relies on club fees for the great majority of income. During 2021 a marked downturn in financial results with an overall deficit over £66,000 occurred, resulting in further draws against our reserves, as a direct result of the Coronavirus Pandemic, School closures and associated 'lockdowns'. The financial performance started to improve again from Autumn 2021 as attendances grew at a number of clubs and the Head Office team concentrated on cost reductions.

During 2021, as in 2020, the number of play opportunities which the Charity provided was greatly impacted by the Covid pandemic. We were, however, still able to provide around 2000 places a week, thus supporting families through the provision of safe and affordable out of school care. Opportunities for physical, exploratory and imaginative play are harder to access for children from inner cities, the Charity's professional play workers enabled children to benefit from over 4500 hours of play a week when we were able to be open. Since 2013 over 90% of the Charity's income has come directly from parents whose children use our services. Nevertheless we work hard to ensure that all children are able to access play opportunities; around 2% of the children are able to access free places whilst for many more parents, working tax credits, childcare vouchers and other government financial schemes can enable the cost of a three hour session to be as little as £5.00 for the family. In addition, the Charity offers subsidised childcare places for staff and people volunteering with the organisation.

Alongside our regular after school services, we also provide short notice and emergency provision. The 'Superheroes' service ensures that children can be collected from school at short notice when a parent finds themselves unable to get to school in time. In 2021, our 'Superheroes' came to the rescue on a regular basis with a year on year reduction offset by a growth in the number of regular bookings. The numbers of parents that continue to use this option demonstrates an ongoing need for this flexible alternative to our regular services. The continuing benefits of the 'Superheroes' service include giving parents peace of mind and providing a safe, secure play environment for their children.

Centres

All the coronavirus related restrictions continued to affect the Charity in 2021, in as much as the organisation continued to lose revenue due to 'lockdown' for a substantial period as all our services were closed. We were able to continue to take advantage of the Government's Job Retention scheme, which helped offset losses in operating revenues. As a result of the pandemic, our service at Jubilee School did not reopen. The school allowed us to survey parents and the low level of requested usage made the service non-viable and staff members were made redundant.

Both the Henry Cavendish sites were taken over by the school, which meant that seven staff left the charity in July 2021 and were taken on by the school under TUPE. Belleville Wix Academy chose to end the service and as a result we made redundancies. Service at St Georges was closed due to numbers making the service non-viable; we were able to relocate a staff member but had to make the other staff member redundant.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021

At the start of the 2021/22 academic year, we reopened the Breakfast Club at Floreat Wandsworth; this had been closed since the easing of lockdown but we and the school recognised that we needed to provide this service again.

New Breakfast Club and After School Club services opened at Reay Primary School at the start of the 2021/22 Academic year, as a result of the school approaching us. We were able to make this happen swiftly due to a strong and positive working relationship with Ofsted.

At the end of year under review, the Charity was providing breakfast and after school clubs at a total of six school sites across three London Boroughs: Lambeth, Merton and Wandsworth.

Our largest clubs now have as many as 90 children attending on a daily basis, whilst others, often in new and growing schools, have smaller numbers of children. Whatever the size of each club, they promote a safe, friendly and fun environment where children of different ages are given opportunities to express themselves through play. Qualified play-workers and managers at each club work with colleagues and the children to develop a flexible programme of creative, imaginative and physical play, leading to the development of a wide range of skills. Overall attendance at clubs remained steady through the year, were providing approximately 1,300 sessions per week at after school clubs and 600 places per week at Breakfast Clubs where we were operating. The growing demand for Breakfast Club places demonstrates the increasing need for out of schools services for parents at the beginning of the working day.

We are proud of the close relationship with parents and with schools. During the year we regularly supported families at times of crisis by providing short term and emergency support through our Superheroes service and working with partner schools to provide additional support for families in need. In 2021, the Charity provided this type of support to families on a regular basis when operating

Holiday Clubs

During periods of 'lockdown' we were unable to run Holiday Clubs, but these resumed once restrictions were lifted. Our Holiday Clubs are very popular, well subscribed and provide a safe, fun environment for children from 8.00am to 6.00pm on each working day.

RISK MANAGEMENT

The Board of Trustees and the Head of Service are responsible for risk management. The Charity maintains a Risk Register which is closely monitored and regularly reviewed (the most recent review being in September 2022).

Our current priorities are:

1. Child Welfare

The Charity provides breakfast and after school clubs for approximately 300 children each day across a number of sites as well as Playschemes during most major holidays. As well as the risk that something could happen to a child or children whilst they are in the Charity's care there are also risks related to possible failures to respond effectively to allegations or disclosures.

Key controls:

- a. We have safeguarding policies in place that were reviewed in 2020 to ensure that they are fit for purpose;
- b. We employ senior operational staff, including the Head of Service and Centre Managers who are qualified and experienced sector professionals;
- c. We ensure that all staff, volunteers and interns working with children are recruited following safe recruitment guidelines, including DBS checks and references;;
- d. We ensures that all staff, volunteers and interns working with children receive appropriate training and support to meet the requirements of their roles.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021

2. Finance

We are a registered charity and company limited by guarantee. In recent years statutory funding that historically supplemented parents' contributions has reduced and the organisation is now effectively a commercial not-for-profit business. We have an ongoing need to ensure the viability of this model in order to meet our charitable purpose of providing fun, safe play opportunities for children.

Key Controls:

- a. We have financial procedures in place that are regularly reviewed to ensure that they are fit for purpose;
- b. The Board of Trustees has a finance sub-committee led by the Treasurer who is a qualified and experienced finance professional. The Finance sub-committee oversees all aspects of financial planning and monitoring and reports to the full Board;
- c. The Head of Service prepares an annual budget and monthly management accounts are also prepared to ensure financial compliance and monitoring systems are in place. Fees for services are reviewed annually at the beginning of the academic year;
- d. Strict budgetary controls have ensured that the Charity's overall financial position has seen a surplus in four of the last six years.

3. Operations

The majority of the Charity's activity is regulated for children under five by Ofsted. The implications of one of our afterschool club receiving an unfavourable rating from Ofsted can range from reduced attendance undermining the financial viability of a club to the termination of a partnership agreement from the host school and in some cases the registration being withdrawn or prosecution. In addition our operational support model is based on a critical mass of centres and bookings which rely on appropriate staffing ratios to safely support the children present.

Key Controls:

- a. We undertake 'Ofsted Ready' pre-inspection visits at all clubs annually and in advance of anticipated inspection dates;
- b. It is a requirement of Centre Managers that their sites attain 'Met' at an Ofsted inspection. Managers are qualified and experienced sector professionals;
- c. Centre Managers are required to regularly liaise with schools, including termly meetings with the Head teacher or delegated lead to maintain a positive relationship;
- d. The Head of Service also maintains strategic communications with partner schools on matters outside the remit of Centre Managers.

4. Failure to Operate

We provide a daily service to hundreds of working parents. Within the model there is an emergency service and our clubs can generally be expected to operate on any day that the host school is open. If we were unable to operate at any sites on expected operating days the damage to reputation could result in loss of bookings or in extreme cases, termination of agreements with schools.

Key Controls:

- a. Our terms and conditions comprehensively detail arrangements for school closures;
- b. The Head of Service and HR Assistant proactively and reactively manage staffing to ensure all sites are operational. In emergencies senior staff are also required to cover at sites;
- c. The Administration team sends registers and updates to each club by text, email and hard copy as required.

5. Cyber Risk

Like most organisations, we are increasingly reliant on technology to operate effectively. Booking and storage of children's information, dissemination of registers and staff sign-in and sign-out are examples of key functions that require access to operative ICT. Each site has connection to Head Office through smart phone technology. The charity requires robust alternatives to ICT to ensure multi-site operations in the event of ICT failure.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021

Key Controls:

- a. We contract IT support to a specialist provider. In addition key staff and Departments (Finance and HR) have smart phones with internet capability;
- b. Key technologies, notably the booking system are web-based making them more secure than a server hosted system; Confidential information is either self-entered by the user (children's information) or not accessed by our staff (bank details for termly bookings);
- c. Alternative technologies (e.g. texts and paper copies) are used to disseminate information as required.

FINANCIAL REVIEW

In 2021, we received income of £476,410 (including Job Retention Scheme payments of £135,075) and expended £543,339, the third year in the last nine years that the charity has registered a deficit.

As at 31 December 2021 our reserves stood at £33,451 (2020 - £100,380). Whilst our reserves policy remains to hold reserves equal to three months expenditure, given our current financial position we aim to replenish our reserves in a manner which doesn't undermine our ability to deliver services. We had dropped below our 'target' reserves at 31 December 2021, but these have started to slowly recover during the following financial year.

In response to the continuing need for play opportunities and the demand for our services from families the Charity had transitioned some years ago from a position where Local Authorities were the primary source of income to a financial model that relies almost solely on parents' contributions. Parents are either able to make a termly regular booking or access an ad hoc or emergency service that enables bookings to be made up to 3.00pm on the day of the booking.

Parents are also able to directly access financial support from the Government in a number of ways including Tax Credits, universal benefits and childcare voucher schemes. Parents of children who are eligible for the school Pupil Premium can also access one session each week at a significantly reduced charge. As a result of financial restructuring over recent years the charity continues to provide a sustainable resource across multiple sites that offers good value to parents compared to other options including childminders and private sector alternatives.

We have continued to focus on financial monitoring and have strong controls in place. Examples of these include:- Strong financial expertise on our Board of Trustees, with three of our Trustees being Chartered Accountants, and an external Finance Director.- Full management accounts, including balance sheets, are prepared on a monthly basis and reviewed at monthly conference calls for the Finance Trustee sub-committee.- Monitoring our booking pipeline and income collection on a regular basis.

The Trustees are satisfied that our recovery plan to financial health, current cash position and the robust financial controls are sufficient for the Charity to remain an effective going concern at the time of this report.

STAFF REMUNERATION

The Trustees review all staff salaries, including those of the key management personnel, and Head of Service periodically. Members of the Finance Sub-Committee make recommendations to the Board for decision. Employee remuneration will next be reviewed in February 2023.

LOOKING AHEAD INTO 2022

Much has been achieved in stabilising and securing the financial activities of the Charity as we emerge from two years of challenging circumstances brought about by the pandemic. Further focus on cost cutting has been successful and the Charity moved into significantly less expensive office accommodation in August 2022. Increasing capacity and building booking numbers at our sites, with further revenue increases, are under active discussion. The Board of Trustees are confident that the charity's future prospects are positive and that it remains as a 'going concern'.

We have decided to rebrand our trading style as "The Play Professionals" with effect from 1 September 2022 and retire the name "Kids' City", as we believe that the change better reflects our service and expertise and better positions us for marketing and some measured growth. Our statutory name remains as Trojans Scheme

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2021

PEOPLE

We currently have close to 30 site based staff. Our teams of practitioners comprise qualified and experienced managers and play-workers.

Head office staff comprise our Head of Service, Finance Coordinator, HR Coordinator, and Administration Coordinator. We also utilise volunteers to help with administration and we have a longstanding relationship with Westminster University through which we support intern placements. Our interns usually provide valuable assistance in the areas of finance and business, marketing and play-work. This supports office and site functions and promotes the service at a nominal cost.

We have recently launched a new and rebranded Website with professional input from a former colleague, who understands the organisation and is able to assist us with a cost effective service.

GROWTH

Now that the charity has returned to full operations, after two years of pandemic disruptions, we are working with our host schools to increase attendance at sites and fully utilise available capacity.

We are also identifying and responding to new opportunities at schools and our rebranded and redesigned website will assist our focus on marketing our services. As schools seek new sources of revenue many are taking on 'out of school services' in-house but others are re-evaluating their existing external providers, which presents opportunities.

The advantages of external providers to schools are that the school does not meet recruitment, insurance and resources costs, and does not need to provide qualified staff and administration support.

Affordability varies throughout the borough and to an extent is the main driver when choosing an external provider. We are positioned as a 'preferred choice' based on our high levels of Experience, Quality, Consistency and Qualification.

The ability to increase take up places in our existing sites and activity to identify new services is key to the sustainability of the organisation.

Risk factors are minimised by all staff having appropriate qualifications and a robust system of monitoring performance. There are also clear policies around working within a Covid landscape that are updated as guidelines change.

The ability to increase take up of users in our existing sites and identify new services is key to the sustainability of the organisation.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2021**STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Trojans Scheme, trading as Kids' City (hereafter known as Kids' City) is a registered charity, number 1108509 and was incorporated as a limited company on 31 December 2004.

The articles of association provides for a minimum of four Trustees and a maximum of nine. One third (or the number nearest one third) of the Trustees must retire at each AGM, with those longest in office retiring first. A retiring Trustee is eligible for reappointment. New Trustees are elected by members each year at the annual general meeting.

Trustees hold full committee meetings at least four times a year, with additional sub-committee meetings held for specialist matters, such as finance, as required. At the quarterly Trustee committee meetings, the Trustees agree the broad strategy and areas for activity for the charity, including consideration of investments, fund raising, fee setting, reserves, risk management and performance. Day to day decisions regarding the operation of the charity during the year were delegated to the Chief Executive, Jeremy Sandell, including the authority to incur expenditure, or enter contracts, for items up to £10,000.

An annual Trustee away day is held to provide appropriate training to Trustees on their responsibilities. An induction is provided to new Trustees, which includes an opportunity to visit one of the after school clubs and access to historic committee and sub-committee papers.

All Trustees give their time freely and no Trustee remuneration was paid in the year.

REFERENCE AND ADMINISTRATIVE DETAILS**Registered Company number**

05347511 (England and Wales)

Registered Charity number

1108509

Registered office

1-4 Brixton Hill Place
London
SW2 1HJ

Trustees

N Mason OBE (Chair)
C Aldridge (Deputy Chair)
Y Johnson (Joint Hon. Treasurer)
N J Soulsby (Joint Hon. Treasurer)
A R Penfold
S Tynan

Karen Wilson has also been co-opted to the Board of Trustees, but is not a Company Director.

Independent Examiner

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Approved by order of the board of trustees on 27 September 2022 and signed on its behalf by:

DocuSigned by:

Nick Mason

9C8BF979D68A4C9:.....

N Mason - Trustee

Independent Examiner's Report to the Trustees of
Trojans Scheme

Independent examiner's report to the trustees of Trojans Scheme ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

Responsibilities and basis of report

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

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

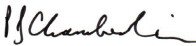
Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of 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 the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

DocuSigned by:

CAB9802C14504F6...

Paul J Chamberlain
ICAEW
Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Date: 27 September 2022
Date:

Trojans SchemeStatement of Financial Activities
for the Year Ended 31 December 2021

	Notes	Unrestricted fund £	Restricted fund £	31.12.21 Total funds £	31.12.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Charitable activities					
Playschemes and training		341,335	-	341,335	390,475
Other income		135,075	-	135,075	203,595
Total		<u>476,410</u>	<u>-</u>	<u>476,410</u>	<u>594,070</u>
EXPENDITURE ON					
Charitable activities					
Playschemes and training	3	543,339	-	543,339	650,147
NET INCOME/(EXPENDITURE)		<u>(66,929)</u>	<u>-</u>	<u>(66,929)</u>	<u>(56,077)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		100,380	-	100,380	156,457
TOTAL FUNDS CARRIED FORWARD		<u><u>33,451</u></u>	<u><u>-</u></u>	<u><u>33,451</u></u>	<u><u>100,380</u></u>

The notes form part of these financial statements

Trojans SchemeBalance Sheet31 December 2021

	Notes	Unrestricted fund £	Restricted fund £	31.12.21 Total funds £	31.12.20 Total funds £
FIXED ASSETS					
Tangible assets	9	3,913	-	3,913	5,218
CURRENT ASSETS					
Debtors	10	14,022	-	14,022	35,075
Cash in hand		157,594	-	157,594	138,003
		<u>171,616</u>	<u>-</u>	<u>171,616</u>	<u>173,078</u>
CREDITORS					
Amounts falling due within one year	11	(99,578)	-	(99,578)	(77,916)
NET CURRENT ASSETS		<u>72,038</u>	<u>-</u>	<u>72,038</u>	<u>95,162</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		75,951	-	75,951	100,380
CREDITORS					
Amounts falling due after more than one year	12	(42,500)	-	(42,500)	-
NET ASSETS		<u>33,451</u>	<u>-</u>	<u>33,451</u>	<u>100,380</u>
FUNDS	13				
Unrestricted funds				33,451	100,380
TOTAL FUNDS				<u>33,451</u>	<u>100,380</u>

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

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

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

Trojans Scheme

Balance Sheet - continued

31 December 2021

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

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

DocuSigned by:

Nick Mason

9C3BF379D63A4C9:.....

N Mason - Trustee

Trojans SchemeCash Flow Statement
for the Year Ended 31 December 2021

	Notes	31.12.21 £	31.12.20 £
Cash flows from operating activities			
Cash generated from operations	1	19,591	(92,592)
Net cash provided by/(used in) operating activities		19,591	(92,592)
Change in cash and cash equivalents in the reporting period		19,591	(92,592)
Cash and cash equivalents at the beginning of the reporting period		138,003	230,595
Cash and cash equivalents at the end of the reporting period		157,594	138,003

The notes form part of these financial statements

Trojans SchemeNotes to the Cash Flow Statement
for the Year Ended 31 December 2021**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.12.21 £	31.12.20 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(66,929)	(56,077)
Adjustments for:		
Depreciation charges	1,304	1,739
Decrease/(increase) in debtors	21,054	(20,294)
Increase/(decrease) in creditors	64,162	(17,960)
Net cash provided by/(used in) operations	<u>19,591</u>	<u>(92,592)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.21 £	Cash flow £	At 31.12.21 £
Net cash			
Cash at bank and in hand	<u>138,003</u>	<u>19,591</u>	<u>157,594</u>
	<u>138,003</u>	<u>19,591</u>	<u>157,594</u>
Total	<u>138,003</u>	<u>19,591</u>	<u>157,594</u>

The notes form part of these financial statements

Trojans SchemeNotes to the Financial Statements
for the Year Ended 31 December 2021**1. ACCOUNTING POLICIES****Basis of preparing the financial statements**

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

Income

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

Expenditure

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 33% on cost
Plant and machinery	- 25% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The financial statements have been prepared on a going concern basis after taking into account the current risks relating to COVID-19 as the Trustees have determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2021**2. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	31.12.21 £	31.12.20 £
Fee and grant income	Playschemes and training	341,335	390,475

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 4) £	Totals £
Playschemes and training	345,344	197,995	543,339

4. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Playschemes and training	191,031	6,964	197,995

5. NET INCOME/(EXPENDITURE)

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

	31.12.21 £	31.12.20 £
Depreciation - owned assets	1,305	1,739

6. TRUSTEES' REMUNERATION AND BENEFITS

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

7. STAFF COSTS

	31.12.21 £	31.12.20 £
Wages and salaries	439,200	542,996
	439,200	542,996

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

	31.12.21	31.12.20
Playscheme staff	40	41
Administrative staff	4	6
	44	47

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2021**7. STAFF COSTS - continued**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.12.21	31.12.20
£60,001 - £70,000	-	1
	<u> </u>	<u> </u>

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer and the Head of Operations. The total employee benefits of the key management personnel of the charity were £69,992 (2020 : £101,766).

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Playschemes and training	390,475	-	390,475
Other income	203,595	-	203,595
Total	<u>594,070</u>	<u>-</u>	<u>594,070</u>
EXPENDITURE ON			
Charitable activities			
Playschemes and training	650,147	-	650,147
NET INCOME/(EXPENDITURE)	<u>(56,077)</u>	<u>-</u>	<u>(56,077)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	156,457	-	156,457
TOTAL FUNDS CARRIED FORWARD	<u>100,380</u>	<u>-</u>	<u>100,380</u>

9. TANGIBLE FIXED ASSETS

	Improvements to property £	Plant and machinery £	Totals £
COST			
At 1 January 2021 and 31 December 2021	<u>19,479</u>	<u>12,110</u>	<u>31,589</u>
DEPRECIATION			
At 1 January 2021	19,479	6,892	26,371
Charge for year	<u>-</u>	<u>1,305</u>	<u>1,305</u>
At 31 December 2021	<u>19,479</u>	<u>8,197</u>	<u>27,676</u>
NET BOOK VALUE			
At 31 December 2021	<u>-</u>	<u>3,913</u>	<u>3,913</u>
At 31 December 2020	<u>-</u>	<u>5,218</u>	<u>5,218</u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2021**10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.12.21	31.12.20
	£	£
Trade debtors	3,201	1,056
Prepayments and accrued income	10,821	34,019
	<u>14,022</u>	<u>35,075</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.21	31.12.20
	£	£
Trade creditors	20,799	2,835
Social security and other taxes	6,067	6,397
Other creditors	7,500	2,390
Deferred income	49,156	41,317
Accrued expenses	16,056	24,977
	<u>99,578</u>	<u>77,916</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.12.21	31.12.20
	£	£
Other creditors	<u>42,500</u>	<u>-</u>

13. MOVEMENT IN FUNDS

	At 1.1.21	Net movement in funds	At 31.12.21
	£	£	£
Unrestricted funds			
General fund	100,380	(66,929)	33,451
	<u>100,380</u>	<u>(66,929)</u>	<u>33,451</u>
TOTAL FUNDS	<u>100,380</u>	<u>(66,929)</u>	<u>33,451</u>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	476,410	(543,339)	(66,929)
	<u>476,410</u>	<u>(543,339)</u>	<u>(66,929)</u>
TOTAL FUNDS	<u>476,410</u>	<u>(543,339)</u>	<u>(66,929)</u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2021**13. MOVEMENT IN FUNDS - continued****Comparatives for movement in funds**

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	156,457	(56,077)	100,380
TOTAL FUNDS	<u>156,457</u>	<u>(56,077)</u>	<u>100,380</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	594,070	(650,147)	(56,077)
TOTAL FUNDS	<u>594,070</u>	<u>(650,147)</u>	<u>(56,077)</u>

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2021.

Trojans SchemeDetailed Statement of Financial Activities
for the Year Ended 31 December 2021

	31.12.21 £	31.12.20 £
INCOME AND ENDOWMENTS		
Charitable activities		
Fee and grant income	341,335	390,475
Other income		
Consultancy and other income	135,075	203,595
Total incoming resources	476,410	594,070
EXPENDITURE		
Charitable activities		
Staff costs	309,172	371,049
Premises costs	11,744	11,356
Insurance	3,491	1,763
Sundries	1,045	1,798
Equipment and activities	7,701	7,799
Snacks and drinks	12,191	13,772
	345,344	407,537
Support costs		
Management		
Staff costs	130,028	171,947
Head office costs	59,699	61,775
Depreciation	1,304	1,739
	191,031	235,461
Governance costs		
Accountancy and legal fees	5,238	4,963
Bank charges and interest	1,726	2,186
	6,964	7,149
Total resources expended	543,339	650,147
Net expenditure	(66,929)	(56,077)

TROJANS SCHEME

England & Wales - Charity number 1108509

Accounts

REGISTERED COMPANY NUMBER: 05347511 (England and Wales)
REGISTERED CHARITY NUMBER: 1108509

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 December 2020
for
Trojans Scheme

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Trojans Scheme

Contents of the Financial Statements
for the Year Ended 31 December 2020

	Page
Chair's Report	1
Report of the Trustees	2 to 8
Independent Examiner's Report	9
Statement of Financial Activities	10
Balance Sheet	11
Cash Flow Statement	12
Notes to the Cash Flow Statement	13
Notes to the Financial Statements	14 to 18
Detailed Statement of Financial Activities	19

Trojans SchemeChair's Reportfor the Year Ended 31 December 2020

I write my report as Chair as we emerge from the most challenging period of eighteen months in this charity's twenty five year history. The coronavirus pandemic, multiple periods of 'lockdown' and closures of school settings for long periods have had a significant effect on this organisation, its people, and the whole sector in which we operate.

Our service users are young people and, for them, life has been led in the most extraordinary way during this period of wide-sweeping restrictions to normal activities, repeated suspensions of face-to-face schooling and the removal of opportunities for social interaction and structured play with their friends and peer groups. We are only too well aware of the responsibilities we have, to support the young people at our clubs and to contribute to a return to normality to their lives.

This is an incredible charity with a wonderful and dedicated staff team. They have shown extraordinary resilience during such testing times, have weathered enforced 'furlough' and have bounced back, getting our clubs reopened and children and their parents welcomed - they have excelled and we are all very proud of their achievement.

Despite the challenges of the last eighteen months, and those that lie ahead, we continue to maintain a strong focus on the high standards and affordability of our provision to our service users. Our hard-working head office and staff teams ensure that we provide many safe, fun and friendly Breakfast Clubs, After School Clubs and Holiday Play schemes across a number of settings.

During the year under review, the Covid restrictions limited us to effectively only six months of 'normal' operations. Despite this, we were still able to provide over 2,000 places and over 4,500 hours of play per week, supporting many families and ensuring that their children were well looked after by dedicated and experienced playworkers. Enhancing & enriching the before and after school play experience for our service users is what we do incredibly well. We invest in and train our people to be the very best they can be and it is they who make Kids' City a leading provider in our sector.

The accounts, which follow in this Annual Report, show a year of continued delivery of what Kids' City does best against a backdrop of challenges both financial and operational. The resilience and proactivity of our management team, so ably supported by the Board of Trustees and our external finance advisers, put us on path of regular assessments, financial updates, in-depth discussions and actions to safeguard the continued employment of our staff colleagues during long periods of furlough; all to ensure that the doors could and would reopen.

We remain responsible and rapidly responsive with our financial management. The challenges of the year, covered in more detail by Head of Service's report, gave us a disappointing but anticipated operating deficit of £56,077 (2019 - £56,468). The level of reserves, which we carried forward into 2021, were within reach of our 'target' of at least three month's expenditure but these have been further diminished by the return of 'lockdowns' and closures of educational settings in the early part of 2021.

Our strategy has to remain as reducing central costs wherever possible, maintaining a fair and flexible approach to fees and putting the maximum resources into our charitable activities, as we receive no statutory funding. We recognise that many of the families we support face difficult financial times and we do not underestimate the broad social value we deliver to the parents, families of the children and the communities we serve.

We know that Kids' City continues to have an incredible and positive impact on the lives of the children who are entrusted to us. Our provision, across our range of settings, meets well or exceeds Ofsted's requirements and the organisation works actively and tirelessly to maintain high standards and quality of delivery.

Our CEO Jeremy Sandell retired a few months after the end of the year to which this report relates. We thank him for all his achievements and dedicated service during his time with us and wish him every success in his new post. We were delighted that James Jalloh stepped up to be our new 'Head of Service' and he, ably supported by our hard-working Head office team and our outstanding teams of practitioners, is leading on our progress towards recovery and the realisation of future opportunities; our entire team are central to the work of the charity and, on behalf of the Board, I thank them all for their excellent contribution.

As ever, the governance, both charitable and financial, of this organisation rests with the Board of Trustees. My colleagues bring unwavering commitment, energy, skills and expertise and I thank them all, both individually and collectively, for all that they have done to safeguard the charity during this most difficult of periods and for what they are now doing to guide the recovery and future of Kids' City.

Nick Mason OBE FRSA

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2020

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES FOR THE PUBLIC BENEFIT

Charitable aims

The charitable aims of Kids' City, as set out in its governing document are:

"To advance the education of school age children through the provision of educational, play and recreational activities especially those that help develop their physical, intellectual and creative potential such that they may grow to full maturity as individuals and members of society".

Statement of purpose

1. Why we exist

Kids' City was founded in 1995 in response to both a lack of affordable childcare and a safe, inclusive and stimulating playing environment for children in inner city London.

Since then, we have grown and currently support an average of 300 children daily, providing families with affordable and flexible childcare.

2. Who we are

We have a committed team of staff, volunteers and Trustees, who are passionate about improving outcomes for children. We are a pioneering social enterprise, almost entirely funded by parents' fees.

3. Our approach

a) Provide play, recreational and educational activities for school-age children through breakfast, after-school and holiday clubs.

b) Provide volunteering opportunities and employ the skills and time our volunteers are prepared to offer. In doing so, we help build skills of generations of young volunteers in South London.

c) As leaders in our field, we share our knowledge and expertise through contributing to local and national policy-making, while delivering training and development courses for young people and adults.

d) Being a listening and learning organisation that consults regularly with our service users, staff and volunteers so that we can improve what we do, daily.

Meeting the Public Benefit

The need for safe, flexible and affordable play activities is essential to the well-being of children and often to the economic stability of families. Nowhere is that more important than in urban areas where play space is often not accessible to young children and where pressures on families overall are greater. Kids' City includes work in a wide range of socio-economic environments including some of the most disadvantaged communities in the country.

Attending an after school club, breakfast club or holiday club ensures that parents know their children are safe and well-cared for in professional, regulated play environments. In addition, access to meaningful, child-led play opportunities promote physical and mental wellbeing for children. Safe, welcoming spaces for children before and after school and during the school holidays can alleviate tensions created by factors including poor housing and limited access to outdoor spaces, crime and gang culture or other social issues.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2020**THE YEAR IN FOCUS****Introduction**

The impact of Covid-19, multiple 'lockdowns' and suspensions of education settings have affected Kids' City, in as much as the organisation has lost revenue for a substantial period as all our services were closed. We were able to take advantage of the Government Furlough scheme, which helped offset losses, but Kids' City's twenty-fifth year of operation was still one of considerable financial challenges.

With changes to the number of clubs and children attending them, Kids' City has restructured our core and support services to reduce costs and, in the latter part of the year, this was beginning to yield positive effects.

Nevertheless, the fact that there was an operating deficit of over £56,000, as Kids' City kept session prices at the same rate as the previous year and invested in the ongoing development and training of our qualified staff teams, demonstrates the long-term need to reduce overheads and ensure that all of our clubs are independently financially sustainable.

From September 2019, there was a change in the way that Ofsted inspects 'out of school' childcare services and during 2020 only one of our clubs was inspected by Ofsted. In February 2020 Kids' City at Woodmansterne received a grade of 'Met'. Under the new Ofsted regulations, 'Met' is the highest grade we can receive, and demonstrates the excellence of the team and the service offered to children and parents.

Kids' City relies on club fees for the great majority of income. During 2020 a marked downturn in financial results with an overall deficit over £56,000 occurred, in which the Covid Pandemic and associated 'lockdowns' paid a significant role. The financial performance improved again from September 2020 as attendances grew at a number of clubs and the reduced office team showed a corresponding decrease in costs. However following another 'lockdown' in early 2021, our finances were again negatively affected, resulting in further draws against our reserves.

During 2020 the number of play opportunities Kids' City provided was greatly impacted by the Covid pandemic. We were, however, still able to provide 2000 places a week, thus supporting families through the provision of safe and affordable out of school care. Opportunities for physical, exploratory and imaginative play are harder to access for children from inner cities, Kids' City's professional play workers and interns enabled children to benefit from over 4500 hours of play a week when we were able to be open in 2020. Since 2013 over 90% of Kids' City income has come directly from parents whose children use our service. Nevertheless we work hard to ensure that all children are able to access play opportunities; around 2% of the children are able to access free places whilst for many more parents, working tax credits, childcare vouchers and other government financial schemes can enable the cost of a three hour session to be as little as £5.00 for the family. In addition Kids' City offers a free childcare place for people volunteering with the organisation.

Alongside our regular after school services, we also provide short notice and emergency provision. Kids' City Superheroes service ensures that children can be collected from school at short notice when a parent finds themselves unable to get to school in time. In 2020, Kids' City Superheroes came to the rescue on a regular basis with a year on year reduction offset by a growth in the number of regular bookings. The numbers of parents that continue to use this option demonstrates an ongoing need for this flexible alternative to our regular services. The continuing benefits of the Superheroes service include giving parents peace of mind and providing a safe, secure play environment for their children.

Centres

During the year Kids' City provided after school clubs at a total of eleven schools in three London Boroughs: Lambeth, Merton and Wandsworth and also in Wokingham.

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2020

Our largest clubs have as many as 60 children attending on a daily basis, whilst others, often in new and growing schools, have smaller numbers of children. Whatever the size of each club Kids' City promotes a safe, friendly and fun environment where children of different ages are given opportunities to express themselves through play. Qualified playworkers and managers at each club work with colleagues and the children to develop a flexible programme of creative, imaginative and physical play, leading to the development of a wide range of skills. Overall attendance at clubs remained steady through the year, were providing approximately 1,300 sessions per week at after school clubs and 600 places per week at Breakfast Clubs when we were operating. The growing demand for Breakfast Club places demonstrates the increasing need for out of schools services for parents at the beginning of the working day.

Stanford closed due to low numbers and staff were able to be relocated. Floreat Woking was taken in house and the staff were offered positions by the school under TUPE. Tooting decided to use another provider.

Kids' City is proud of the close relationship with parents and with schools. During the year we regularly supported families at times of crisis by providing short term and emergency support through our Superheroes service and working with partner schools to provide additional support for families in need. In 2020 Kids' City provided this type of support to families on a regular basis when operating.

Holiday Clubs

Due to Lockdown Kids' City was unable to run Holiday Clubs during the summer but we ran successful Playschemes at Easter and October. Our Holiday Clubs provide a safe, fun environment for children from 8.00am to 6.00pm on each working day.

RISK MANAGEMENT

The Board of Trustees and the Head of Service (previously the Chief Executive) are responsible for risk management. Kids' City maintains a Risk Register which is closely monitored.

Our current priorities are:

1. Child Welfare

Kids' City provides breakfast and after school clubs for approximately 300 children each day across a number of sites as well as Playschemes during most major holidays. As well as the risk that something could happen to a child or children whilst they are in Kids' City's care there are also risks related to possible failures by Kids' City to respond effectively to allegations or disclosures.

Key controls:

- a. Kids' City has safeguarding policies in place that were reviewed in 2020 to ensure that they are fit for purpose;
- b. Kids' City employs senior operational staff, including the Head of Service and Centre Managers who are qualified and experienced sector professionals;
- c. Kids' City ensures that all staff, volunteers and interns working with children are recruited following safe recruitment guidelines, including DBS checks and references;
- d. Kids' City ensures that all staff, volunteers and interns working with children receive appropriate training and support to meet the requirements of their roles.

2. Finance

Kids' City is a registered charity and company limited by guarantee. In recent years statutory funding that historically supplemented parents' contributions has reduced and the organisation is now effectively a commercial not-for-profit business. Kids' City has an ongoing need to ensure the viability of this model in order to meet our charitable purpose of providing fun, safe play opportunities for children.

Key Controls:

- a. Kids' City has financial procedures in place that are regularly reviewed to ensure that they are fit for purpose;

Trojans SchemeReport of the Trustees
for the Year Ended 31 December 2020

- b. Kids' City's Board of Trustees has a finance sub-committee led by the Treasurer who is a qualified and experienced finance professional. The Finance sub-committee oversees all aspects of financial planning and monitoring and reports to the full Board;
- c. The Head of Service prepares an annual budget and monthly management accounts are also prepared to ensure financial compliance and monitoring systems are in place. Fees for services are reviewed annually at the beginning of the academic year;
- d. Strict budgetary controls have ensured that Kids' City's overall financial position has seen a surplus in four of the last six years.

3. Operations

The majority of Kids' City's activity is regulated for children under five by Ofsted. The implications of a Kids' City afterschool club receiving an unfavourable rating from Ofsted can range from reduced attendance undermining the financial viability of a club to the termination of a partnership agreement from the host school and in some cases the registration being withdrawn or prosecution. In addition Kids' City's operational support model is based on a critical mass of centres and bookings which rely on appropriate staffing ratios to safely support the children present.

Key Controls:

- a. Kids' City undertake 'Ofsted Ready' pre-inspection visits at all clubs annually and in advance of anticipated inspection dates;
- b. It is a requirement of Centre Managers that their sites attain 'Met' at an Ofsted inspection. Managers are qualified and experienced sector professionals;
- c. Centre Managers are required to regularly liaise with schools, including termly meetings with the Head teacher or delegated lead to maintain a positive relationship;
- d. The Head of Service also maintains strategic communications with partner schools on matters outside the remit of Centre Managers.

4. Failure to Operate

Kids' City provides a daily service to hundreds of working parents. Within the model there is an emergency service and Kids' City clubs can generally be expected to operate on any day that the host school is open. If Kids' City were unable to operate at any sites on expected operating days the damage to reputation could result in loss of bookings or in extreme cases, termination of agreements with schools.

Key Controls:

- a. Kids' City terms and conditions comprehensively detail arrangements for school closures;
- b. The Head of Service and HR Assistant proactively and reactively manage staffing to ensure all sites are operational. In emergencies senior staff are also required to cover at sites;
- c. The Administration team sends registers and updates to each club by text, email and hard copy as required.

5. Cyber Risk

Like most organisations Kids' City is increasingly reliant on technology to operate effectively. Booking and storage of children's information, dissemination of registers and staff sign-in and sign-out are examples of key functions that require access to operative ICT. Each site has connection to Head Office through smart phone technology. Kids' City requires robust alternatives to ICT to ensure multi-site operations in the event of ICT failure.

Key Controls:

- a. Kids' City contracts IT support to a specialist provider. In addition key Kids' City staff and Departments (Finance and HR) have smart phones with internet capability;
- b. Key technologies, notably the booking system are web-based making them more secure than a server hosted system; Confidential information is either self-entered by the user (children's information) or not accessed by Kids' City staff (bank details for termly bookings);
- c. Alternative technologies (e.g. texts and paper copies) are used to disseminate information as required.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2020

FINANCIAL REVIEW

In 2020 we received income of £594,070 (including Job Retention Scheme payments of £203,595) and expended £650,147, the second year in the last eight that the charity has registered a deficit.

As at 31 December 2020 our reserves stood at £100,380. Whilst our reserves policy remains to hold reserves equal to three months expenditure, given our current financial position we aim to replenish our reserves in a manner which doesn't undermine our ability to deliver services.

In response to the continuing need for play opportunities and the demand for our services from families Kids' City has transitioned from a position where Local Authorities were the primary source of income to a financial model that relies almost solely on parents' contributions. Parents are either able to make a termly regular booking or access an ad hoc or emergency service that enables bookings to be made up to 3.00pm on the day of the booking.

Parents are also able to directly access financial support from the Government in a number of ways including Tax Credits, universal benefits and childcare voucher schemes. Parents of children who are eligible for the school Pupil Premium can also access one session each week at a significantly reduced charge. As a result of financial restructuring over recent years Kids' City continues to provide a sustainable resource across multiple sites that offers good value to parents compared to other options including childminders and private sector alternatives.

We have continued to focus on financial monitoring and have strong controls in place. Examples of these include:

- Strong financial expertise on our Board of Trustees, with three of our Trustees being Chartered Accountants.
- Full management accounts, including balance sheets, are prepared on a monthly basis and reviewed at monthly conference calls for the Finance Trustee sub-committee.
- Monitoring our booking pipeline and income collection on a regular basis.

In March 2021, the Trustees authorised an application for £50,000 to the Government's Bounce Back Loan Scheme, as a precautionary measure. This was received in April 2021.

The Trustees are satisfied that our recovery plan to financial health, current cash position and the robust financial controls are sufficient for the Charity to remain an effective going concern at the time of this report.

STAFF REMUNERATION

The Trustees review all staff salaries, including those of the key management personnel, and Head of Service periodically. Members of the Finance Sub-Committee make recommendations to the Board for decision. Employee remuneration was last reviewed in June 2019.

LOOKING AHEAD INTO 2021

Covid and the subsequent lockdowns have continued to affect Kids' City in 2021, in as much as the organisation has continued to lose revenue due to 'lockdown' for a substantial period as all our services were closed. We were able to take advantage of the Government's Job Retention scheme, which helped offset losses in operating revenues. As a result of Covid, our service at Jubilee did not reopen. The school allowed us to survey parents and the requested usage made the service non-viable and staff members were made redundant.

Both of the Henry Cavendish sites were taken over by the school, which meant that seven staff left Kids' City in July 2021 and were taken on by the school under TUPE. Belleville Wix Academy chose to end the service and as a result we made redundancies. Service at St Georges was closed due to numbers making the service non-viable; we were able to relocate a staff member but had to make the other staff member redundant. The proposed service at Christ Church also had to be withdrawn, as we were unable to commit to the service based on projected low usage and the timing of the proposed start date.

At the start of the 2021/22 academic year we reopened Breakfast Club at Floreat Wandsworth; this had been closed since the easing of lockdown but we and the school recognised that we needed to provide this service again.

Trojans Scheme

Report of the Trustees for the Year Ended 31 December 2020

New Breakfast Club and After School Club services opened at Reay Primary School at the start of the 2021/22 Academic year, as a result of the school approaching us. We were able to make this happen swiftly due to a strong and positive working relationship with Ofsted.

We also were able to run a successful summer Playscheme at Woodmansterne and have committed to running schemes at October, Easter, May Half Term and summer 2022.

PEOPLE

We currently have 27 site based staff. Our teams of practitioners comprise qualified and experienced managers and playworkers.

Head office staff comprise our Head of Service, Finance Coordinator, HR Coordinator, and Administration Coordinator. We also utilise a volunteer to help with administration and we have a Business & Finance Intern from Westminster University from the end of September until the end of December 2020 and a Marketing Intern and Playwork intern for the same period. This enables us to support office and site functions and promote the service at a nominal cost.

We have recently launched a new Website with professional input from a former colleague, who understands the organisation and is able to assist us with a cost effective service.

GROWTH

Moving forwards from the period of the pandemic restrictions, we will be working with our host schools to increase attendance at sites and fully utilise available capacity.

We are also identifying and responding to new opportunities at schools and our revamped website will assist our focus on marketing our services. As schools seek new sources of revenue many are taking on 'out of school services' in-house but others are re-evaluating their existing external providers, which presents opportunities.

The advantages of external providers to schools are that the school does not meet recruitment, insurance and resources costs, and does not need to provide qualified staff and administration support.

Affordability varies throughout the borough and to an extent is the main driver when choosing an external provider. Kids' City is positioned as a 'preferred choice' based on our high levels of Experience, Quality, Consistency and Qualification.

The ability to increase take up places in our existing sites and activity to identify new services is key to the sustainability of the organisation.

Risk factors are minimised by all staff having appropriate qualifications and a robust system of monitoring performance. There are also clear policies around working within a Covid landscape that are updated as guidelines change.

The ability to increase take up of users in our existing sites and identify new services is key to the sustainability of the organisation.

Trojans Scheme

Report of the Trustees
for the Year Ended 31 December 2020

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trojans Scheme, trading as Kids' City (hereafter known as Kids' City) is a registered charity, number 1108509 and was incorporated as a limited company on 31 December 2004.

The articles of association provides for a minimum of four Trustees and a maximum of nine. One third (or the number nearest one third) of the Trustees must retire at each AGM, with those longest in office retiring first. A retiring Trustee is eligible for reappointment. New Trustees are elected by members each year at the annual general meeting.

Trustees hold full committee meetings at least four times a year, with additional sub-committee meetings held for specialist matters, such as finance, as required. At the quarterly Trustee committee meetings, the Trustees agree the broad strategy and areas for activity for the charity, including consideration of investments, fund raising, fee setting, reserves, risk management and performance. Day to day decisions regarding the operation of the charity during the year were delegated to the Chief Executive, Jeremy Sandell, including the authority to incur expenditure, or enter contracts, for items up to £10,000.

An annual Trustee away day is held to provide appropriate training to Trustees on their responsibilities. An induction is provided to new Trustees, which includes an opportunity to visit one of the after school clubs and access to historic committee and sub-committee papers.

All Trustees give their time freely and no Trustee remuneration was paid in the year.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05347511 (England and Wales)

Registered Charity number

1108509

Registered office

1-4 Brixton Hill Place
London
SW2 1HJ

Trustees

N Mason OBE (Chair)
C Aldridge (Deputy Chair)
Y Johnson (Joint Hon. Treasurer)
N J Soulsby (Joint Hon. Treasurer)
A R Penfold
S Tynan

Karen Wilson has also been co-opted to the Board of Trustees, but is not a Company Director.

Independent Examiner

Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Approved by order of the board of trustees on 30 september 2021 and signed on its behalf by:

DocuSigned by:

Nick Mason

.....9C3BF379D63A4C9.....
N Mason - Trustee

Independent Examiner's Report to the Trustees of
Trojans Scheme

Independent examiner's report to the trustees of Trojans Scheme ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

Responsibilities and basis of report

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

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

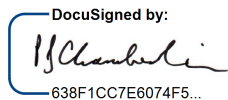
Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of 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 the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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

DocuSigned by:

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Paul J Chamberlain
ICAEW
Chamberlains Chartered Accountants
Elm House, Tanshire Park
Shackleford Road, Elstead
Godalming
Surrey
GU8 6LB

Date: 30 September 2021
Date:

Trojans SchemeStatement of Financial Activities
for the Year Ended 31 December 2020

		Unrestricted fund £	Restricted fund £	31.12.20 Total funds £	31.12.19 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Charitable activities	2				
Playschemes and training		390,475	-	390,475	829,702
Other income		203,595	-	203,595	4,143
Total		594,070	-	594,070	833,845
 EXPENDITURE ON					
Charitable activities	3				
Playschemes and training		650,147	-	650,147	890,313
NET INCOME/(EXPENDITURE)		(56,077)	-	(56,077)	(56,468)
 RECONCILIATION OF FUNDS					
Total funds brought forward		156,457	-	156,457	212,925
 TOTAL FUNDS CARRIED FORWARD		100,380	-	100,380	156,457

The notes form part of these financial statements

Trojans SchemeBalance Sheet31 December 2020

	Notes	Unrestricted fund £	Restricted fund £	31.12.20 Total funds £	31.12.19 Total funds £
FIXED ASSETS					
Tangible assets	9	5,218	-	5,218	6,957
CURRENT ASSETS					
Debtors	10	35,075	-	35,075	14,781
Cash in hand		138,003	-	138,003	230,595
		<u>173,078</u>	<u>-</u>	<u>173,078</u>	<u>245,376</u>
CREDITORS					
Amounts falling due within one year	11	(77,916)	-	(77,916)	(95,876)
		<u>95,162</u>	<u>-</u>	<u>95,162</u>	<u>149,500</u>
NET CURRENT ASSETS					
		<u>100,380</u>	<u>-</u>	<u>100,380</u>	<u>156,457</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>100,380</u>	<u>-</u>	<u>100,380</u>	<u>156,457</u>
NET ASSETS		<u>100,380</u>	<u>-</u>	<u>100,380</u>	<u>156,457</u>
FUNDS	12				
Unrestricted funds				<u>100,380</u>	<u>156,457</u>
TOTAL FUNDS				<u>100,380</u>	<u>156,457</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

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

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

The financial statements were approved by the Board of Trustees and authorised for issue on 30 September 2021 and were signed on its behalf by:

DocuSigned by:

 9C3BF379D83A4C9...
 N Mason - Trustee

The notes form part of these financial statements

Trojans SchemeCash Flow Statementfor the Year Ended 31 December 2020

	Notes	31.12.20 £	31.12.19 £
Cash flows from operating activities			
Cash generated from operations	1	(92,592)	(37,829)
Net cash used in operating activities		<u>(92,592)</u>	<u>(37,829)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(6,200)
Sale of tangible fixed assets		-	4,639
Net cash provided by/(used in) investing activities		<u>-</u>	<u>(1,561)</u>
Change in cash and cash equivalents in the reporting period		<u>(92,592)</u>	<u>(39,390)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>230,595</u>	<u>269,985</u>
Cash and cash equivalents at the end of the reporting period		<u><u>138,003</u></u>	<u><u>230,595</u></u>

The notes form part of these financial statements

Trojans SchemeNotes to the Cash Flow Statement
for the Year Ended 31 December 2020**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.12.20 £	31.12.19 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(56,077)	(56,468)
Adjustments for:		
Depreciation charges	1,739	2,319
Increase in debtors	(20,294)	(1,540)
(Decrease)/increase in creditors	(17,960)	17,860
Net cash used in operations	<u>(92,592)</u>	<u>(37,829)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.20 £	Cash flow £	At 31.12.20 £
Net cash			
Cash at bank and in hand	230,595	(92,592)	138,003
	<u>230,595</u>	<u>(92,592)</u>	<u>138,003</u>
Total	<u>230,595</u>	<u>(92,592)</u>	<u>138,003</u>

The notes form part of these financial statements

Trojans SchemeNotes to the Financial Statements
for the Year Ended 31 December 2020**1. ACCOUNTING POLICIES****Basis of preparing the financial statements**

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

Income

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

Expenditure

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

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Improvements to property	- 33% on cost
Plant and machinery	- 25% on reducing balance

Taxation

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

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The financial statements have been prepared on a going concern basis after taking into account the current risks relating to COVID-19 as the Trustees have determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2020**2. INCOME FROM CHARITABLE ACTIVITIES**

	Activity	31.12.20	31.12.19
		£	£
Fee and grant income	Playschemes and training	390,475	829,702

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 4)	Totals
	£	£	£
Playschemes and training	407,537	242,610	650,147

4. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Playschemes and training	235,461	7,149	242,610

5. NET INCOME/(EXPENDITURE)

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

	31.12.20	31.12.19
	£	£
Depreciation - owned assets	1,739	2,319

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

7. STAFF COSTS

	31.12.20	31.12.19
	£	£
Wages and salaries	542,996	643,513
	542,996	643,513

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

	31.12.20	31.12.19
Playscheme staff	41	40
Administrative staff	6	6
	47	46

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2020**7. STAFF COSTS - continued**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.12.20	31.12.19
£60,001 - £70,000	1	1
	<u> </u>	<u> </u>

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer and the Head of Operations. The total employee benefits of the key management personnel of the charity were £101,766 (2019 : £104,612).

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
Playschemes and training	829,702	-	829,702
Other income	4,143	-	4,143
	<u> </u>	<u> </u>	<u> </u>
Total	833,845	-	833,845
 EXPENDITURE ON			
Charitable activities			
Playschemes and training	890,313	-	890,313
	<u> </u>	<u> </u>	<u> </u>
NET INCOME/(EXPENDITURE)	(56,468)	-	(56,468)
 RECONCILIATION OF FUNDS			
Total funds brought forward	212,925	-	212,925
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS CARRIED FORWARD	156,457	-	156,457
	<u> </u>	<u> </u>	<u> </u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2020**9. TANGIBLE FIXED ASSETS**

	Improvements to property £	Plant and machinery £	Totals £
COST			
At 1 January 2020 and 31 December 2020	19,479	12,110	31,589
DEPRECIATION			
At 1 January 2020	19,479	5,153	24,632
Charge for year	-	1,739	1,739
At 31 December 2020	19,479	6,892	26,371
NET BOOK VALUE			
At 31 December 2020	-	5,218	5,218
At 31 December 2019	-	6,957	6,957

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20 £	31.12.19 £
Trade debtors	1,056	3,588
Prepayments and accrued income	34,019	11,193
	<u>35,075</u>	<u>14,781</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.20 £	31.12.19 £
Trade creditors	2,835	1,931
Social security and other taxes	6,397	9,510
Other creditors	2,390	1,471
Deferred income	41,317	71,039
Accrued expenses	24,977	11,925
	<u>77,916</u>	<u>95,876</u>

12. MOVEMENT IN FUNDS

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	156,457	(56,077)	100,380
TOTAL FUNDS	<u>156,457</u>	<u>(56,077)</u>	<u>100,380</u>

Trojans SchemeNotes to the Financial Statements - continued
for the Year Ended 31 December 2020**12. MOVEMENT IN FUNDS - continued**

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	594,070	(650,147)	(56,077)
TOTAL FUNDS	<u>594,070</u>	<u>(650,147)</u>	<u>(56,077)</u>

Comparatives for movement in funds

	At 1.1.19 £	Net movement in funds £	At 31.12.19 £
Unrestricted funds			
General fund	212,925	(56,468)	156,457
TOTAL FUNDS	<u>212,925</u>	<u>(56,468)</u>	<u>156,457</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	833,845	(890,313)	(56,468)
TOTAL FUNDS	<u>833,845</u>	<u>(890,313)</u>	<u>(56,468)</u>

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2020.

Trojans SchemeDetailed Statement of Financial Activities
for the Year Ended 31 December 2020

	31.12.20 £	31.12.19 £
INCOME AND ENDOWMENTS		
Charitable activities		
Fee and grant income	390,475	829,702
Other income		
Consultancy and other income	203,595	4,143
Total incoming resources	594,070	833,845
EXPENDITURE		
Charitable activities		
Staff costs	371,049	438,319
Premises costs	11,356	22,367
Insurance	1,763	2,441
Sundries	1,798	8,212
Volunteer costs	-	29,657
Equipment and activities	7,799	13,091
Snacks and drinks	13,772	33,848
	407,537	547,935
Support costs		
Management		
Staff costs	171,947	205,194
Head office costs	61,775	127,015
Depreciation	1,739	2,319
	235,461	334,528
Governance costs		
Accountancy and legal fees	4,963	4,508
Bank charges and interest	2,186	3,342
	7,149	7,850
Total resources expended	650,147	890,313
Net expenditure	(56,077)	(56,468)

This page does not form part of the statutory financial statements