
KING SQUARE COMMUNITY NURSERY LTD

(Private Company Limited by Guarantee)

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

COMPANY REG NO. 05224434

CHARITY NO. 1108752

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
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Page 14 does not form part of the statutory accounts.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Legal and Administrative Information

Trustees and directors

Lisa Basset *
Samantha Andrews*
Rebecca Tilley*

** - Management committee members are also, for the purpose of the Companies Act 2006, company directors.*

Company secretary:

J Morgan

Key management & personnel

J Morgan

Registered & Administration office:

Rahere House
Central Street
London
EC1V 8DE

Charity registration no.:

1108752

Company registration no.:

05224434 (England & Wales)

Reporting Accountants

Liondaris & Co
Certified Accountants
1st Floor Woodgate Studios
2-8 Games Road
Cockfosters
EN4 9HN

Bankers:

The Co-operative Bank Plc

Major Funder

L B Islington

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Directors' & Trustees' Report for the Year Ended 31 March 2025

The trustees are pleased to present their annual directors' report for the year ended 31 March 2025 which is also prepared to meet the requirements for a directors report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Structure, Governance and Management

Governing Document

King Square Community Nursery Ltd is a company limited by guarantee and is a registered charity. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment & Appointment of Trustees

The trustees and directors who have served throughout the year are shown on page 1. Appointment of directors/trustees is governed by the Memorandum & Articles of Association.

New Trustees undergo training on their legal obligations as under Charity Law, the decision making process, the business plan and recent performance of the charity.

Organisational Structure

The charity is organized so that the trustees meet regularly to manage its affairs. The Nursery director manages the day to day administration of the charity and reports to the Trustees throughout the year.

Risk Management

The trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining reserves at the current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions.

The trustees have had regard to the guidance issued by the Charity Commission on public benefit.

The trustees also review non-financial risks and these risks are managed by ensuring compliance with all health and safety regulations for children, staff and parents.

Related parties

None of the trustees receive remuneration or other benefit in their capacity as trustees of the charity. Any connection between a trustee of the charity and organisations providing services to the charity must be disclosed to the full board of trustees in the same way as any contractual relationship with a related party. In the current year no such related party transactions were reported.

Pay policy for senior staff

The directors consider that the board of directors, who are the Charity's trustees, and senior management team comprise the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis.

The pay of senior staff is reviewed annually.

Main Activities, Purposes and Objectives

The charity's objects and its principal activities are the advancement of the education of children below school age.

Accomplishments & Achievements

We are proud to share some of our accomplishments and highlights from the past year — a period of positive change, growth, and continued dedication to children and families in our community.

Recognition and Leadership: We are delighted to share that our Manager/Director, Jackie Morgan, was honoured in the New Year's Honours list with a **British Empire Medal (BEM)** for her exceptional work supporting families and children in the community. This is a well-deserved recognition of her passion and leadership

Relocation and Transition: We successfully vacated Toffee Park and transitioned back into Rahere House with minimal disruption. Redundancies were handled smoothly and sensitively. Children and parents have settled in well and are thriving in the new environment.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Directors' & Trustees' Report for the Year Ended 31 March 2025
(Continued)

Accomplishments & Achievements (continued)

Enriching Experiences: A special **London Symphony Orchestra concert at St. Luke's Church** gave 24 children the opportunity to enjoy a live musical performance and learn about various instruments—an enriching and memorable experience. We continued to offer regular **drama and library sessions**, fostering children's creative and expressive development. We held **four successful family days**:

- A lively **sports day**
- A fun **trip to Chalkwell beach**
- A delightful **teddy bears picnic** for younger children
- A festive **Christmas fete**, raising an impressive **£552** towards the development of our nursery garden at Rahere House

Cultural and Nature-Based Learning: Our visits to the **Barbican Centre** and its **art gallery** provided children with valuable exposure to art, artists, and diverse styles. We also visited the **local fish pond**, where children observed wildlife and explored nature—expanding their understanding of the natural world.

Development and Collaboration: We secured funding to improve the **outdoor space at Rahere House**, and a **canopy was successfully installed** to make the area usable in all weather conditions. Staff attended **monthly multi-agency meetings**, providing vital support for vulnerable families. Regular engagement with our link advisory teacher led to an Inclusive Practice Audit and a review of our setting's categorisation, earning Rahere House an excellent green rating. Following **"Let Me Out" training** and a **Movers audit**, we enhanced our outdoor provision and explored **Forest School spaces**, giving all children opportunities to benefit from nature-based learning and development.

Governance and Training: Our **AGM was held on 24 October 2024**, with discussions centred on the relocation to Rahere House, staff deployment, and the implementation of **check-ins** in place of formal supervisions. **Inset days** focused on home visits, Taste Ed training, Watch Me Play, planning, and room observations. A well-attended parent workshop followed on from Taste Ed training. We remained active in important meetings and networks including **Children in Need, TAF, DSL forums, MAMs, and Early Years Sub-Group** meetings, providing tailored support for families facing challenges around speech and language, behaviour, health, wellbeing, safeguarding, and finances.

Staff Development: Staff have been actively engaged in ongoing professional development, including the continuation of the **Tiny Tips programme**—offering trauma-informed support. Training has focused on understanding trauma and its impact on child development. A **new finance system** was sourced, and the finance officer completed relevant training.

Community Feedback: The management team opted not to distribute the annual parent survey due to the high level of concern surrounding the closure of Toffee Park and the community's involvement in local Council consultations.

Financial review

Total income for the year amounted to £789,463 with total expenditure amounting to £723,468 leaving a surplus in the year of £65,995.

Accumulated reserves at the balance sheet date amounted to £393,494, of which £393,494 represent income reserves.

Investment powers and policy

The trustees, having regard to the liquidity requirements of operating the charity's activities, have kept a proportion of available liquid funds in an interest bearing account to maximise the rate of return, although given current rates of interest the rate of return is minimal. The trustees will review the position and consider alternative investments to maximise returns but will continue with a risk averse policy.

Reserves policy and going concern

The Trustees have undertaken a review of the charity's requirements for reserves in light of the main risks to the organisation. As part of this review the charity has set up to cover future potential statutory liabilities (redundancy, unpaid holiday & monies in lieu of notice) should the charity cease activities and as at 31 March 2025 stands at £150,000. Unrestricted reserves as at 31 March 2025 at £150,000 which is equivalent to 3 months running costs.

Future Developments: Our greatest strength lies in our committed **team of staff and trustees**, who work together to deliver high-quality childcare to every child in our care. Looking ahead, we remain focused on growth, sustainability, and continuous improvement. We will continue to prioritise **early childhood development and learning**. Ensure a stimulating and engaging environment that supports all areas of development. Maintain a strong focus on **staff training and professional development**. Strengthen **collaboration with other nurseries and community partners**. Continue to enhance practice at **King Square Community Nursery**, working towards excellence in all areas of provision. Embed and sustain the use of **check-ins** as a supportive supervision model. Fully implement and maintain the **new finance system** to ensure operational efficiency.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Directors' & Trustees' Report for the Year Ended 31 March 2025
(Continued)

Trustees responsibilities in relation to the financial statements

The charity trustees (who are also directors of the Company for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

Directors and trustees


The trustees who are directors for the purpose of company law who have served during the year and up to the date of this report are

The company has taken advantage of the small companies' exemption in preparing the report above.

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

Signed on behalf of the charity's trustees/directors

DocuSigned by:
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J Morgan
Company Secretary
Date: 13 November 2025



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KING SQUARE COMMUNITY NURSERY LTD

(Private Company Limited by Guarantee)

Independent Examiner's report on the accounts for the year ended 31 March 2025

I report to the Trustees on my examination of the accounts of King Square Community Nursery (the charity), charity number 1108752, for the year ended 31 March 2025, which are set out on pages 6 to 13.

Responsibilities and basis of report

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

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145((5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with my examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act 2011
- the accounts did not accord with the accounting records: or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matter 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:

Christos Liondaris

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C Liondaris

Liondaris & Co

Certified Accountants

1st Floor Woodgate Studios, 2-8 Games Road, Cockfosters, EN4 9HN

Date: 13 November 2025

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Statement of financial activities
for the year ended 31 March 2025

	<u>Notes</u>	<u>Restricted Funds</u> £	<u>Unrestricted/ Designated Funds</u> £	<u>Total 2024/25</u> £	<u>Total 2023/24</u> £
Income:					
Grants receivable	3	232,803	354,229	587,032	489,216
<i>Income from Charitable activities:</i>					
Income generation	4	-	195,641	195,641	292,235
<i>Income from other charitable activities</i>					
Fundraising & other income	5	-	6,790	6,790	8,542
Total income		<u>232,803</u>	<u>556,660</u>	<u>789,463</u>	<u>789,993</u>
Expenditure					
<i>Expenditure on charitable activities:</i>					
Direct Charitable expenditure	6	232,803	324,354	557,157	613,077
Management and administration	7	-	166,311	166,311	170,133
Total expenditure		<u>232,803</u>	<u>490,665</u>	<u>723,468</u>	<u>783,210</u>
Net income/(expenditure) and net movements in funds before gains and losses on investments	8	-	65,995	65,995	6,783
Interfund Transfer		-	-	-	-
Total funds brought forward		-	327,499	327,499	320,716
Total funds carried forward		<u>-</u>	<u>393,494</u>	<u>393,494</u>	<u>327,499</u>

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
BALANCE SHEET
AS AT 31 MARCH 2025

	<u>Notes</u>	<u>2024/25</u>		<u>2023/24</u>	
		£	£	£	£
Current Assets					
Debtors	14	22,635		36,349	
Cash at bank and in hand		489,090		387,821	
Total current assets		511,725		424,170	
Creditors: amounts falling due within one year	15	(118,231)		(96,671)	
Net current assets		393,494		327,499	
NET ASSETS		393,494		327,499	
The funds of the Charity:					
Restricted income funds:	16	-		-	
Unrestricted income funds:	16	393,494		327,499	
TOTAL CHARITY FUNDS		393,494		327,499	

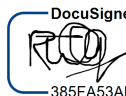
The company was entitled to exemption from audit under s477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS102 SORP.

Approved by the trustees/directors on 13 November 2025 and signed on its behalf

DocuSigned by:

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R Tilley
Trustee & Company Director

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Accounting policies

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of financial statements are as follows

Basis of Preparation

The Financial statements have been prepared in accordance with Accounting and Reporting of charities : SORP applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective date 1 January 2015) - Charities SORP (FRS 102), the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

King Square Community Nursery meet the definition of Charity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy (notes).

Incoming resources

Income (including income from government and other grants) is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Interest and investment income receivable

Interest on funds held on deposit and income from investments held is included when receivable and the amount can be measured reliably by the charity.

Fund accounting & transfers between funds

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are donations or grants which the donor has specified are to be solely used for a particular purpose or area of the charity's work or projects being undertaken by the charity.

Transfer from unrestricted general and designated funds are at the discretion of the trustees and are disclosed in the financial statements.

Transfers from restricted funds to unrestricted funds take place where a project has been completed and the fund donor has agreed that the charity retain the surplus to be used for the general purposes of the charity.

Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- cost of raising funds comprise the cost of commercial trading
- expenditure on charitable activities includes the cost of operating the nursery and outreach services
- management and administration includes support costs for those functions that assist the work of the charity

Irrecoverable VAT is charged as a cost against the activity for which the expenditure has been incurred.

Taxation

As a grant aided charity with charitable status the charity's activities do not create a charge to corporation tax.

Operating leases

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of less than three months from the date of acquisition or opening of the deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or

Financial instruments

The trust has only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. The charity does not acquire put options, derivatives or other complex financial instruments. The main form of financial risk faced by the charity is that of volatility in equity and investment markets due to wider economic conditions, the

Pensions

The Trust operates a defined contribution pension scheme under 'auto-enrolment legislation.

KING SQUARE COMMUNITY NURSERY LTD**(Private Company Limited by Guarantee)****Notes to the financial statements****for the year ended 31 March 2025****1 Legal status of the Trust**

The Trust is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

2 Financial performance of the charity

	2024/25	2023/24
	£	£
Income	789,463	789,993
Expenditure on charitable activities	557,157	613,077
Expenditure on management and administration	166,311	170,133
	<u>723,468</u>	<u>783,210</u>
Net income/(expenditure)	65,995	6,783
Total funds brought forward	327,499	320,716
Total funds carried forward	<u>393,494</u>	<u>327,499</u>
Represented by:		
Unrestricted funds - general	393,494	327,499
Unrestricted funds - designated		
	<u>393,494</u>	<u>327,499</u>

3 Income from Donations, Grants & Income Generation (restricted)

Grants received in year:

L B Islington - Grant Aid	75,492	76,990
L B Islington - P E L	66,001	39,697
L B Islington - Deprivation Fund	57,900	30,347
L B Islington - S E N Funding	33,410	40,799
City University		14,919
	<u>232,803</u>	<u>202,752</u>

Income from Donations, Grants & Income Generation (unrestricted)

NEG & Other Funding	354,229	286,464
	<u>587,032</u>	<u>489,216</u>

4 Income from charitable activities (unrestricted)

Income generation - Nursery fees	195,641	292,235
	<u>195,641</u>	<u>292,235</u>

5 Income from other charitable activities (unrestricted)

Fundraising & donations	2,815	4,161
Interest receivable	3,975	4,381
	<u>6,790</u>	<u>8,542</u>

6 Analysis of expenditure on charitable activities

Staff & agency costs	377,422	451,850
Other running costs	179,735	161,227
	<u>557,157</u>	<u>613,077</u>

Analysis of costs by funds

Restricted	232,803	202,752
Unrestricted	324,354	410,325
	<u>557,157</u>	<u>613,077</u>

7 Analysis of governance and support cost

Staff costs	153,530	166,844
Reporting Accountant's fee and accountancy	2,700	2,520
Other	10,081	769
	<u>166,311</u>	<u>170,133</u>

Analysis of costs by funds

Unrestricted	166,311	170,133
	<u>166,311</u>	<u>170,133</u>

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Notes to the financial statements
for the year ended 31 March 2025

	2024/25	2023/24
	£	£
8 Net income /(expenditure) for the year		
This is stated after charging:		
Reporting accountant's remuneration	2,700	2,520
	<hr/>	<hr/>
9 Analyses of staff costs, trustee remuneration and expenses, and the cost of key management personnel		
Wages and salaries	488,660	575,187
Employers national insurance	34,976	34,930
Pension costs - (defined contribution pension plan)	7,316	8,577
	<hr/>	<hr/>
	530,952	618,694
	<hr/>	<hr/>
The average number of staff employed during the year were as follows:		
Direct charitable	19	25
Administration & support	3	4
	<hr/>	<hr/>
	22	29
	<hr/>	<hr/>
The number of employees whose emoluments as defined for taxation purposes amounted to over £60,000 in the year were as follows:	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>
10 Trustees' remuneration		
The trustees were not paid or received any other benefits from the Charity during the year in their capacity as trustees.		
11 Related party transactions		
There were no related party transactions to be disclosed during the year under review.		
12 Government Grants		
Income from grants comprises of grant funding made available by funding authorities and private entities to fund specific projects undertaken by the Charity. See note 4 for more information and to the amount and sources of these grants.		
13 Corporation Tax		
The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.		
	2024/25	2023/24
14 Debtors		
Amounts due within one year:		
Prepayments and accrued income		
Accrued income	22,635	36,349
Prepayments	-	
	<hr/>	<hr/>
	22,635	36,349
	<hr/>	<hr/>
15 Creditors		
Amounts falling due within one year:		
Other taxation & social security	9,187	10,624
Deferred Income	10,840	11,192
Other creditors & accruals	98,204	74,855
	<hr/>	<hr/>
	118,231	96,671
	<hr/>	<hr/>

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Notes to the financial statements
for the year ended 31 March 2025

16 Analysis of funds:		2024/25			
	B/Fwd	Income	Expenditure	Transfers	C/fwd
Restricted					
L B Islington - Grant Aid	-	75,492	(75,492)	-	-
L B Islington - Deprivation Fund	-	57,900	(57,900)	-	-
L B Islington - P E L	-	66,001	(66,001)	-	-
L B Islington - S E N Funding	-	33,410	(33,410)	-	-
City University	-			-	-
	-	232,803	(232,803)	-	-
Unrestricted:					
Designated - Staff & maternity	150,000	-	(29,750)	-	120,250
General reserve	177,499	556,660	(460,915)	-	273,244
	327,499	556,660	(490,665)	-	393,494
Total Funds	327,499	789,463	(723,468)	-	393,494

Restricted funds:

L B Islington Nursery Refurbishment - Funds used to redevelop Nursery Premises

Nursery Funding - provision of nursery education to meet the needs of children and their parents/carers in the local community.

Unrestricted & designated funds:

Staff & Maternity Fund: Funds set aside to cover maternity pay in excess of SMP and future redundancy costs should the charity cease activities.

General reserve: The fund represents the free funds of the charity which are not designated for a particular purpose.

Analysis of funds (continued):

		2023/24			
	B/Fwd	Income	Expenditure	Transfers	C/fwd
Analysis of funds by project					
L B Islington - Grant Aid	-	76,990	(76,990)	-	-
L B Islington - Deprivation Fund	-	30,347	(30,347)	-	-
L B Islington - P E L	-	39,697	(39,697)	-	-
L B Islington - S E N Funding	-	40,799	(40,799)	-	-
City University		14,919	(14,919)		
	-	202,752	(202,752)	-	-
Unrestricted:					
Staff & maternity fund	150,000	-	-	-	150,000
General reserve	170,716	587,241	(580,458)	-	177,499
	320,716	587,241	(580,458)	-	327,499
Total Funds	320,716	789,993	(783,210)	-	327,499

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Notes to the financial statements
for the year ended 31 March 2025

17 Analysis between fund balances

	Restricted	2024/25 Unrestricted	Total
	£	£	£
Cash at bank and in hand	-	489,090	489,090
Other net current assets/ (liabilities)		(95,596)	(95,596)
	-	393,494	393,494

	Restricted	2023/24 Unrestricted	Total
	£	£	£
Cash at bank and in hand	-	387,821	387,821
Other net current assets/ (liabilities)	-	(60,322)	(60,322)
	-	327,499	327,499

18 Post-balance sheet events

The trustees, having made enquiries with senior members of staff confirm that there are no post balance sheet events which require disclosure in the financial statements.

KING SQUARE COMMUNITY NURSERY LTD
(Private Company Limited by Guarantee)
Detailed income and expenditure account
for the year ended 31 March 2025

	2024/25	2023/24
	£	£
Grants receivable	587,032	489,216
Income generation	195,641	292,235
Interest receivable	3,975	4,381
Fundraising, donations & other income	2,815	4,161
	<u>789,463</u>	<u>789,993</u>
Direct charitable expenditure:		
Staff costs	370,106	443,273
Redundancy pay	29,750	-
Staff pensions	7,316	8,577
Staff training, welfare & other expenses	4,732	2,876
Temporary staff	35,196	38,983
Travel & subsistence	2,587	418
Nursery food & drink	13,822	14,335
Nursery outings	240	304
Nursery equipment, toys & materials	5,323	4,525
Rent, rates & services charges	22,163	45,197
Insurance	-	1,402
Advertising	1,505	1,990
Repairs & maintenance	47,736	38,388
Equipment hire	3,019	2,104
Printing, postage & stationery	3,021	2,524
Telephone	9,281	7,586
Memberships and subscriptions	1,053	496
Sundry expenses	307	100
	<u>557,157</u>	<u>613,077</u>
Management & administration:		
Staff costs	153,530	166,844
Bank charges	2	-
Audit and accountancy	2,700	2,520
Legal & professional expenses	10,079	769
	<u>166,311</u>	<u>170,133</u>
NET INCOMINGS/(OUTGOINGS) IN YEAR	<u><u>65,995</u></u>	<u><u>6,783</u></u>