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Company registration number: 5543839

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Trading as Pebbles Children and Family Services**  
**Company limited by guarantee**

**Unaudited financial statements**

**31 March 2021**

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

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**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Directors and other information**

<b>Directors</b>	Mrs C J Van Battum Dr Patricia Spencer Holly Gilman Kate Carlton-Patterson	(Resigned 25 June 2020)
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<b>Company number</b>	5543839
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<b>Registered office</b>	Mundesley Children's Centre Trunch Road Mundesley Norfolk NR11 8LE
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<b>Business address</b>	Mundesley Children's Centre Trunch Road Mundesley Norfolk NR11 8LE
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<b>Accountants</b>	Taylor Minns Terence House 3 Vicarage Street North Walsham Norfolk NR28 9DQ
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**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Directors report**  
**Year ended 31 March 2021**

The directors present their report and the unaudited financial statements of the company for the year ended 31 March 2021.

**Directors**

The directors who served the company during the year were as follows:

Mrs C J Van Battum

Dr Patricia Spencer

Holly Gilman

Kate Carlton-Patterson

(Resigned 25 June 2020)

**Small company provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

This report was approved by the board of directors on 10 September 2021 and signed on behalf of the board by:



Mrs C J Van Battum  
Director

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Statement of comprehensive Income**  
**Year ended 31 March 2021**

	Note	2021 £	2020 £
<b>Turnover</b>		211,953	200,124
Cost of sales		<u>237</u>	<u>-</u>
<b>Gross profit</b>		212,190	200,124
Administrative expenses		(232,657)	(230,505)
Other operating income		<u>72,002</u>	<u>-</u>
<b>Operating profit/(loss)</b>		51,535	(30,381)
<b>Profit/(loss) before taxation</b>	6	51,535	(30,381)
Tax on profit/(loss)		<u>-</u>	<u>-</u>
<b>Profit/(loss) for the financial year and total comprehensive income</b>		<u><u>51,535</u></u>	<u><u>(30,381)</u></u>

All the activities of the company are from continuing operations.

The notes on pages 7 to 11 form part of these financial statements.

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Statement of financial position**  
**31 March 2021**

	Note	2021 £	£	2020 £	£
<b>Fixed assets</b>					
Tangible assets	7	<u>1,376</u>		<u>1,835</u>	
			1,376		1,835
<b>Current assets</b>					
Stocks		3,589		-	
Debtors	8	4,602		4,137	
Cash at bank and in hand		<u>46,544</u>		<u>7,367</u>	
		54,735		11,504	
<b>Creditors: amounts falling due within one year</b>	9	<u>(29,097)</u>		<u>(37,860)</u>	
<b>Net current assets/(liabilities)</b>			25,638		(26,356)
<b>Total assets less current liabilities</b>			<u>27,014</u>		<u>(24,521)</u>
<b>Net assets/(liabilities)</b>			<u>27,014</u>		<u>(24,521)</u>
<b>Capital and reserves</b>					
Profit and loss account			27,014		(24,521)
<b>Members funds/(deficit)</b>			<u>27,014</u>		<u>(24,521)</u>

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

**Directors responsibilities:**

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

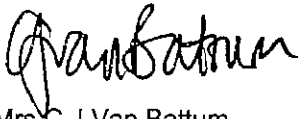
These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with Section 1A of FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

**The notes on pages 7 to 11 form part of these financial statements.**

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Statement of financial position (continued)**  
**31 March 2021**

These financial statements were approved by the board of directors and authorised for issue on 10 September 2021, and are signed on behalf of the board by:



Mrs C J Van Battum  
Director

Company registration number: 5543839

The notes on pages 7 to 11 form part of these financial statements.

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Statement of changes in equity**  
**Year ended 31 March 2021**

	Profit and loss account £	Total  £
<b>At 1 April 2019</b>	5,860	5,860
Profit/(loss) for the year	(30,381)	(30,381)
<b>Total comprehensive income for the year</b>	(30,381)	(30,381)
<b>At 31 March 2020 and 1 April 2020</b>	(24,521)	(24,521)
Profit/(loss) for the year	51,535	51,535
<b>Total comprehensive income for the year</b>	51,535	51,535
<b>At 31 March 2021</b>	27,014	27,014



**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Notes to the financial statements**  
**Year ended 31 March 2021**

**1. General information**

The company is a private company limited by guarantee, registered in England. The address of the registered office is Mundesley Children's Centre, Trunch Road, Mundesley, Norfolk, NR11 8LE.

**2. Statement of compliance**

These financial statements have been prepared in compliance with the provisions of FRS 102, Section 1A, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The Triennial review 2017 amendments to the standard have been early adopted.

**3. Accounting policies**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through profit or loss.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Turnover**

Turnover is measured at the fair value of the consideration received or receivable for goods supplied and services rendered, net of discounts and Value Added Tax.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have transferred to the buyer (usually on despatch of the goods); the amount of revenue can be measured reliably; it is probable that the associated economic benefits will flow to the entity; and the costs incurred or to be incurred in respect of the transactions can be measured reliably.

**Taxation**

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised in other comprehensive income or directly in capital and reserves. In this case, tax is recognised in other comprehensive income or directly in capital and reserves, respectively.

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

Deferred tax is recognised in respect of all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Notes to the financial statements (continued)**  
**Year ended 31 March 2021**

**Tangible assets**

Tangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated depreciation and impairment losses.

Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in capital and reserves, except to the extent it reverses a revaluation decrease of the same asset previously recognised in profit or loss. A decrease in the carrying amount of an asset as a result of revaluation is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in capital and reserves in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation gains accumulated in capital and reserves in respect of that asset, the excess shall be recognised in profit or loss.

**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Plant and machinery	- 25%%	reducing balance
Fittings fixtures and equipment	- 25%%	reducing balance

If there is an indication that there has been a significant change in depreciation rate, useful life or residual value of tangible assets, the depreciation is revised prospectively to reflect the new estimates.

**Impairment**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

When it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

**Stocks**

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stocks to their present location and condition.

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Notes to the financial statements (continued)**  
**Year ended 31 March 2021**

**Government grants**

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model and the performance model.

Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

**Financial Instruments**

A financial asset or a financial liability is recognised only when the company becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Where investments in non-convertible preference shares and non-puttable ordinary shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in profit or loss. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in profit or loss, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Notes to the financial statements (continued)**  
**Year ended 31 March 2021**

**Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised in finance costs in profit or loss in the period in which it arises.

**4. Limited by guarantee**

The company is limited by guarantee as per the memorandum and articles of association.

**5. Employee numbers**

The average number of persons employed by the company during the year amounted to 15 (2020: 15).

**6. Profit/loss before taxation**

Profit/loss before taxation is stated after charging/(crediting):

	<b>2021</b>	2020
	£	£
Depreciation of tangible assets	459	612
	<u>          </u>	<u>          </u>

**7. Tangible assets**

	Plant and machinery	Fixtures, fittings and equipment	<b>Total</b>
	£	£	£
<b>Cost</b>			
<b>At 1 April 2020 and 31 March 2021</b>	23,426	8,858	32,284
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Depreciation</b>			
At 1 April 2020	21,851	8,598	30,449
Charge for the year	394	65	459
	<u>          </u>	<u>          </u>	<u>          </u>
<b>At 31 March 2021</b>	22,245	8,663	30,908
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Carrying amount</b>			
<b>At 31 March 2021</b>	1,181	195	1,376
	<u>          </u>	<u>          </u>	<u>          </u>
At 31 March 2020	1,575	260	1,835
	<u>          </u>	<u>          </u>	<u>          </u>

**PEBBLES CHILDREN AND FAMILY SERVICES**  
Company limited by guarantee

**Notes to the financial statements (continued)**  
**Year ended 31 March 2021**

**8. Debtors**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade debtors	2,281	2,997
Other debtors	2,321	1,140
	<u>4,602</u>	<u>4,137</u>

**9. Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Bank loans and overdrafts	25,853	32,853
Trade creditors	2,170	5,007
Other creditors	1,074	-
	<u>29,097</u>	<u>37,860</u>

During the year the company entered into the following guarantees on behalf of its directors:

	Maximum liability		Amount paid/liability	
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Mrs C J Van Battum	1	1	-	-
Mrs Lucy Cass	-	1	-	-
Dr Patricia Spencer	1	-	-	-
Holly Gilman	1	1	-	-
Kate Cooper	-	1	-	-
Kate Carlton-Patterson	1	1	-	-
	<u>4</u>	<u>5</u>	<u>-</u>	<u>-</u>

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**The following pages do not form part of the statutory accounts.**

**PEBBLES CHILDREN AND FAMILY SERVICES**  
Company limited by guarantee

**Detailed income statement**  
**Year ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Turnover</b>		
Fees Received	63,642	82,373
Government funded fees	97,430	78,774
Government - 2 Year Pilot	13,731	24,185
Action for Children - Annual Funded Place	-	216
Special Needs Funding	16,520	6,603
Milk Reimbursed	422	717
Fund Raising and Events	998	1,624
EYPP	2,480	1,437
GYITTT	3,394	2,955
Donations	12,111	1,095
Community Hub	1,225	145
	<u>211,953</u>	<u>200,124</u>
 <b>Cost of sales</b>		
Direct costs	(3,352)	-
	<u>(3,352)</u>	<u>-</u>
 Closing stock	3,589	-
	<u>237</u>	<u>-</u>
 <b>Gross profit</b>	<u>212,190</u>	<u>200,124</u>
 <b>Gross profit percentage</b>	100.1%	100.0%
 <b>Overheads</b>		
Administrative expenses	(232,657)	(230,505)
	<u>(232,657)</u>	<u>(230,505)</u>
 <b>Other operating income</b>		
Government grants released to the P/L account	59,227	-
Insurance claims receivable	12,775	-
	<u>72,002</u>	<u>-</u>
 <b>Operating profit/(loss)</b>	51,535	(30,381)
 <b>Operating profit/(loss) percentage</b>	24.3%	15.2%
 <b>Profit/(loss) before taxation</b>	<u>51,535</u>	<u>(30,381)</u>

**PEBBLES CHILDREN AND FAMILY SERVICES**  
**Company limited by guarantee**

**Detailed income statement (continued)**  
**Year ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Overheads</b>		
<b>Administrative expenses</b>		
Wages and salaries	(181,724)	(188,396)
Staff pension costs - defined contribution	(6,991)	(7,143)
Staff training	(2,478)	(3,475)
Rates	(1,430)	(1,815)
Insurance	(1,562)	(1,404)
Light and heat	(5,428)	-
Repairs and maintenance including toys books craft	(17,810)	(3,425)
Printing, postage and stationery	(3,120)	(2,909)
Telephone	(400)	(559)
Hire of equipment	(2,213)	(1,358)
Legal and professional	-	(1,079)
Accountancy fees	(2,927)	(2,670)
Bank charges	(384)	(763)
Bad debts	-	(4,180)
Milk and Provisions/Hot Dinners	(4,872)	(7,981)
Staff welfare	-	(2,013)
General expenses including consumables	(302)	(206)
Subscriptions	(557)	(517)
Depreciation of tangible assets	(459)	(612)
	<u>(232,657)</u>	<u>(230,505)</u>



**Pebbles Pre-School & Day Care**  
Mundesley Community Hub  
Trunch Road  
Mundesley  
NR11 8LE  
**Registered Charity No: 1117255**

**08 December 2021, 7pm via zoom**  
**Annual General Meeting**

**Present:** Catherine van Battum, Chairperson CvB  
Caroline Pilcher - Manager CP  
Pat Spencer, Trustee PS  
Laura Gatward, LG  
Holly Gilman, Trustee HG

**Minutes:**

Agreed & signed by Chairperson - TBC as meeting not in person, this will need to be done separately.

**AGM:**

CVB stepping down as Chairperson and coming off of the committee as she moves on to help another school. CVB shared her report – see attached.

CP shared her Manager's report – see attached.

HG stepping up as Chairperson

PS stepping into the role of Treasurer as HG moves to Chairperson.

LG & KS joining committee but ongoing issues with Ofsted checks

**Action Points:**

CP is having issues with NCC about getting the money that we have been promised for repairs and maintenance of the building. NEY have asked for a copy of the agreement so that they can support us. Could Nishel send the copy?

CvB to follow up with NEY on setting up as a family hub.

Waiting for Creative Support to provide anonymous testimonial so that we can source further funding. HG to email setting out need for evaluation/feedback if further funding to be applied for.

Participants agree to this on the form they filled in when they signed up. CP to send HG

Creative Support email address and the sign up form.

Co-op grant - HG to contact Barbara per CvB's email.

PS to add Pebbles to the postcode lottery

LG and HG to wrap the donated books for the children and deliver to the nursery.

ALL - come up with ideas for staff Christmas gift.

**Ofsted:**

"Have any committee members contacted or been contacted by Ofsted in relation to Pebbles?" - All confirmed they have not spoken to Ofsted.

**Safeguarding/Prevent:**

Setting currently has 1 section 17 and 2 EHAPs.

**Fundraising:**

LG has managed to source books for the children's Christmas presents.

**Staffing:**

A member of staff has rejoined the team having had a break from Early Years. Staff are tired and some are struggling to manage everything that has gone on with the Pandemic. CP is addressing individual needs via supervision, mentoring and in staff meetings and coping mechanisms/procedures discussed. The team are all supporting each other and having an additional member of staff back has eased the need for cover considerably.

**Policies:**

Jo being added as Deputy Manager on everything.

**Finances:**

CP has confirmed that from this month we are now ending the month in the black where we have been in the red month on month. The setting is filling up and parents are gradually increasing hours.

**AOB:**

LG to contact Norfolk Early Years about trying to get DBS checked and to provide that information for Karen who is trying to sign up as well.

CP found out at SLP training that the prior relationship check (for children that may be baby-sat by staff) is covered in the staff policies any way and so we don't need to worry about getting a special form for this.

**Next meetings:**

19th January at Pebbles  
23rd February at Pebbles

*Hogelmu*  
18.1.2022

**Pebbles Pre-School & Day Care**  
Mundesley Community Hub  
Trunch Road  
Mundesley  
NR11 8LE

**Registered Charity No: 1117255**

**AGM - Chairperson's Report - December 2021**

With another challenging year behind us, it's time to take stock and remember the highs and the lows we've faced together.

We began the year with another lockdown which the Pebbles staff and families faced with stoicism. Our Covid measures have been robust throughout the pandemic and it's thanks to everyone that we have kept Pebbles safe. In July when the setting had to close for 10 days due to the virus, Elaine and Nishel communicated swiftly and effectively with staff, families and the authorities which is testament to their professionalism.

Communication via telephone, email and our Facebook page with staff and families has continued throughout the year. The Dinner Bags project which we ran with Mundesley Community Larder during January-June was also successful. Our huge thanks to Cromer Foodbank for their support with this project and for everyone who shared their ideas and feedback on the recipes.

Jo has been promoted to Deputy Manager and is excelling in this role - congratulations, Jo!

We're delighted to welcome Holly back as an active trustee and huge thanks go to Pat who remains a stalwart supporter of Pebbles - lobbying MPs, holding supervisions with Caroline and providing the most amazing cake for staff! We're also thrilled to welcome Laura as a new trustee and hopefully some new members shortly too.

For the families and staff at Pebbles it has been another tough year with personal struggles for many. As chairperson of Pebbles, I want to thank each and every one of you for supporting each other during these times. You knuckle down without complaint, you rally round and help one another and show immense kindness and empathy. Thank you. At this point I feel it's crucial to thank Caroline, Pebbles' manager. The person who's instilled this "people-first", non-judgemental ethos which Pebbles has. Thank you so much, Caroline.

As we look forward to 2022, we hope to become one of the first Family Hubs - fulfilling an aspiration we've had ever since taking over the building. I won't be on this journey with you as I am stepping down as chairperson. It has been a privilege being part of the Pebbles family for the last 13 years. As a parent and trustee, thank you for all that you have done for me, my children and all of the Pebbles families.

Yours sincerely,

Catherine van Battum

Pebbles Preschool Daycare & Centre and Mundesley Community Hub Chairperson

**Pebbles Pre-School & Day Care  
Mundesley Community Hub  
Trunch Road  
Mundesley  
NR11 8LE  
AGM – Wednesday 8<sup>th</sup> December 2021  
Manager's Report**

And so the challenges continue, and a focus on silver linings has been essential in getting us through. The first silver lining is that the team have supported each other through tough times and have survived to be stronger and closer than ever. Individual support from the committee, and in particular from Pat Spencer and Catherine Van Battum, has been essential to me in my role as Manager. I want to thank the committee for all their empathy and support, as well as all of the staff for their dedication to each other and the setting, and their perseverance.

The lock down in January saw the team split again, having just completed their training day on the 5<sup>th</sup>. 6 staff kept the setting open for all those who needed us and ready to fully reopen once restrictions were lifted. All staff have continued to train and update - whether they were working or furloughed. The advent of free online Zoom training has been another silver lining from these terrible times. Continuous professional development is a key part of Pebbles philosophy and contributes greatly to the learning outcomes for the children. A succession plan is now in place for my retirement in 2024 and training is being focussed to split my multiple roles across the team so that no one inherits my workload!

The situation with the testing system provided by the government has been ongoing and continues to impact the setting with unnecessary lost hours which have had to be covered by already exhausted staff. We are following the government guidance and ensuring anyone showing symptoms is testing and so far only one child has had Covid and three staff, but these were not contracted in the setting and isolation has kept the setting free of further infections. However, the illnesses going around due to people mixing again have been more of a challenge as staff and children have been ill with chest infections, tonsillitis and ear infections.

Although our bank account looked healthy at the end of March, this was bolstered by grants and not directly linked to income. However, with Nishel's accurate forecasting and awareness of our break even point, we are now profitable for the first time in 2 years. We have been unable to progress activities in the Hub due to staffing but this should be possible from January 2022. Numbers are looking healthy and the baby room is full.

The revised Early Years Foundation Stage (2021) which came into place in September has meant a complete rethink of our planning and observation formats and this has created extra work for the team. It has taken all term to get our heads round the changes but keyworkers are now getting the new observations out to parents and all the staff are enjoying spending more time with the children. Kate Ogden, Speech and Language Therapist, continues to offer valuable support but Forest Schools has proved more difficult to get started. Hopefully this coming year will see us finally sign the full lease on the building and start delivering much needed services from the Hub.

Caroline Pilcher  
MANAGER