

COMPANY NUMBER 06784276

**BOWS AND ARROWS
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 AUGUST 2021**

CHARITY NUMBER 1129046

ENSORS ACCOUNTANTS LLP
CONNEXIONS
159 PRINCES STREET
IPSWICH
IP1 1QJ

BOWS AND ARROWS
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

CONTENTS	PAGE
Reference and Administrative Information	1
Trustees' Annual Report	2 - 9
Independent Auditor's Report to the Members	10 - 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Financial Statements	16 - 31

BOWS AND ARROWS

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 AUGUST 2021

Trustees and directors

Mr J Roberts	
Mr S Greenacre	
Miss N Bedford	Resigned 2 November 2020
Mrs C Atkins	
Mrs H Cotton	Resigned 10 November 2021
Mrs F Rouane	
Mr J Lewis	Resigned 8 March 2022
Mrs C Horne	Appointed 22 September 2021
Mrs K Taylor	Appointed 22 September 2021

Company status

Limited by guarantee

Joint chief executives

Anne Denny
Michelle Antczak

Registered office

Wigwams Nursery
Whitton Church Lane
Ipswich
IP1 6LW

Charity number

1129046

Company number

06784276

Auditor

Ensors Accountants LLP
Connexions
159 Princes Street
Ipswich
IP1 1QJ

Bankers

Lloyds Bank
PO Box 4
13 Cornhill
Ipswich
IP1 1DG

Solicitors

Gotelee Solicitors LLP
Elm Street
Ipswich
IP1 2AY

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 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 August 2021. The accounts have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

The annual report serves the purposes of both a trustees' report and a directors' report under company law.

Since the company qualifies as small under Section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The information on page 1 forms part of this report.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

Our Goal

Bows & Arrows envisages a time when all children, irrespective of race, culture, means or ability, can thrive within high quality and affordable childcare that has the needs of their families at its heart.

Public Benefit

The Trustees confirm that they have complied with the duty in Section 17 of The Charities Act (2011) to have due regard to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on charitable educational establishments and advancement of education.

Our main activity is the operation of 'full daycare' nurseries. Bows & Arrows has established high-quality settings in locations that will serve some of the most disadvantaged families in Ipswich. We have a significant number of children with additional needs, children for whom English is not their first language and children at risk.

ACHIEVEMENT AND PERFORMANCE

Charitable Objects

In line with our legal purpose, as set out in our Memorandum of Association, Bows & Arrows' aim is to "advance the education and development of young children", in particular in Ipswich, Suffolk, by:

1. offer appropriate learning experiences and play facilities;
2. ensure that our nurseries offer opportunities for all children whatever their race, culture, means or ability
3. encourage parents to become involved in the activities of the nursery;
4. signpost families to additional support in the best interests of children attending the setting.

866 local children attended our nurseries throughout, or at some point during, the period and we employed a staff of 97 at the end of the period. From late March 2020, coronavirus interrupted our usual operations including some temporary closures of settings or rooms. National lockdowns in Autumn 2020 and Spring 2021 suppressed child occupancy and isolation requirements for staff with covid, or as close contacts, required some full or partial nursery closures.

We continued to achieve the Objects in the following ways:

1- offered appropriate learning experiences and play facilities;

We achieved this aim in several ways,

- Operation of day-care nurseries
- High levels of outcomes for 3–4-year-olds as measured against the 17 areas of learning set out in the Early Years Foundation Stage (EYFS) framework
- Changing many aspects of operations to focus on health and safety, due to the pandemic

We operated childcare from six Ofsted registered settings. We know that our children's learning experiences and play is appropriate from our Ofsted inspections. Our 4 'Outstanding' Ofsted gradings and one 'Good' (with an 'Outstanding' element) are a notable achievement and emphasises the talent, passion and skill of our practitioners and nursery leaders. Nature Den Nursery has not yet been inspected by Ofsted.

Each term we recorded how preschool children performed against the 17 areas of learning in the EYFS. This data provides evidence as to whether children's learning falls into the prescribed age band for their age. The group results for Summer Term 2021 (see below) tells us that 80% of the children are at an expected or higher level of development. These results are slightly higher than 2019 results indicating a consistent performance, despite the disruption caused by the pandemic.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

	Buttons and Bows	Little Learners	Nature Den	Triangle Nursery	Wellington	Wigwams	Group
Emerging	8%	31%	30%	36%	9%	8%	20%
Expected	68%	21%	19%	61%	24%	46%	40%
Exceeding	24%	48%	51%	3%	67%	46%	40%

As Bows & Arrows responded to the pandemic, our educators stepped forward to continue working, despite personal risk, allowing us to keep the nurseries open and operating. Our delivery of play activities changed considerably this year to focus on health and safety. More teaching and learning took place outside and in April 2020 we invested nearly £11,000 at The Children's Triangle Nursery to transform the garden and enhance the learning environment. Across all the nurseries more activities were centred on children's mental health, emotional development and wellbeing. All these changes were implemented to counterbalance the negative impact of coronavirus.

2 - ensured that our nurseries offer opportunities for all children whatever their race, culture, means or ability;

The Bows & Arrows nurseries are located within the top 20% most deprived neighbourhoods in the country and therefore we enrol many children from disadvantaged communities including children from diverse backgrounds and families with a low income. In addition, 88% of registered children aged 3 and 4 years and 55% of children aged 2 years old accessed a funded place with Bows and Arrows, which enables those who need it the ability to use the government entitlements in Early Years.

All families had the opportunity to benefit from our service without unnecessary and unreasonable cost or restrictions. Specifically,

- Our nurseries were 'open access' i.e. any child could join the nursery subject to age, funding criteria (set by the Government) and/or payment of advertised session fees.
- Policies were in place to ensure we were inclusive, particularly the admissions policy and equal opportunities policy
- There were no joining fees and no registration fees as this might restrict access to our services.
- We accepted funding for all our sessions, including sessions for eligible 2 year old children.
- We did not charge families for additional elements such as excursions, consumables and participation in forest school sessions.
- Every setting employed at least one Special Educational Needs Co-ordinator to support children with additional needs.

3 - encouraged parents to become involved in the activities of the nursery;

The use of technology allowed us to continue communicating with families and to encourage involvement in children's learning and development.

- All operational policies were published online
- Regular email updates were sent to families to advise them on key changes and guidance
- Monitoring telephone calls were made to every family during periods of national lockdown
- Virtual Nursery Tours were created for new families and shared on Facebook
- Examples of children's learning and play experiences were shared regularly through posts on Facebook
- Parent meetings took place over Zoom
- Our booking software helped nurseries monitor attendance and identify absent children of concern

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

Whilst the pandemic meant that “in person” events were rare, face to face conversations still took place daily as families dropped and collected their children. We also undertook some doorstep checks for some families to ensure children were safe and families were coping with staying at home. These measures ensured educators had ongoing effective communications with families. External funding meant we could employ a Family Support Practitioner at each nursery to improve family engagement, to help children be better prepared for school, and to support and encourage home learning.

4 - signposted families to additional support in the best interests of children attending the setting.

The majority of the Family Support work has been driven by the impact of the COVID19 outbreak. External funding from Suffolk County Council's “Engaged Communities” Fund facilitated increased messaging about covid 19 restrictions, testing and vaccinations in order to positively impact the health of our communities.

In addition, we supported children by sensitively signposting parents and carers to other services:

- Local Children's Centres
- GP Surgeries
- Health Visitors
- Family Support Workers and Social Workers
- Speech and language support
- SEND services
- Families Information Service

Working with other organisations and professionals is embedded in our day to day practices as offering families help when needed is an essential and valued part of our work. We accommodate a wide range of children with different needs who benefit from our additional support. Data for the financial year 2020-2021 identifies that 18% of registered children did not speak English as their first language and 23% of children had early years interventions for a special educational need or disability.

Measure		Description	FY20/21
Number of Children	Average number of registered children in any week		478
Children with SEND	Number of children with an early year's intervention		112
Children with Child Protection	Number of children with a recorded safeguarding incident or referral		25
Children with EAL	Number of children who do not speak English as their first language		86
Children with EYPP	Number of children for whom Early Years Pupil Premium is claimed		43

Strategic Progress

The Charity had the following plans in 2018-19 which were progressed in the period as follows:

- a) Continuing to improve financial and operational management reporting
This continued to improve and allow the executive to respond promptly to operational changes. The Board continues to ensure the executive has resources that will help maintain this.
- b) Without unduly affecting quality of provision, to grow the reserves to the levels targeted in the Reserves Policy
This was achieved and the Reserves are as required. The Board will go on to consider the investment of the held Reserves.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

- c) To develop the Charity's long-term strategy and subsequently develop the Charity's aims to include more measurable indicators of success or failure

Covid has focussed strategy firmly towards 'deepening' of the work rather than 'growth' of places. In particular, the year has evidenced the value of Family Support and outside learning (Forest Schools) for our children's outcomes. Measures for this work are to be explored.

- d) Undertake a review of governance within the Board to ensure that processes are suitable for delivery of the long-term strategy to be defined in c), above.

The Board has continued to consider new recruits with a variety of skills & experience. Covid has moved our work online which has facilitated better attendance at meetings.

FINANCIAL REVIEW

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Financial Position

The results for the year, and the charity's financial position at the end of the year, are shown in the attached financial statements. In the year to 31 August 2021 Bows & Arrows recorded a surplus of £115,587 from operating activities. The decrease on 2019-20 (£196,305) can be attributed to lower nursery occupancy against a degree of increased direct costs.

The Charity has unrestricted reserves of £662,931 and restricted reserves of £784,889 at the year ended 31 August 2021.

Significant Financial Risks

- We anticipate ongoing staffing challenges because of covid absence, and an increasingly competitive market for recruiting qualified educators. Our HR team continue to seek creative ways to overcome this difficulty: having regard to absence, retention and wellbeing, ensuring Bows and Arrows is an attractive employer, exploiting funding for training and form strategic partnerships with training providers and others who could help recruitment into the sector.
- Most of our families pay for their basic care via Government funding. Once again, the Government's funding of their offer rose by less than our increased costs of employment. We therefore see it as inevitable that session fees will need to increase unless this changes. We seek out alternative funding to afford our enhanced work with families e.g. family support and forest schools.
- Going forward, there would be significant financial risk in the event of;
 - no further increases in the funding rates set annually by Suffolk County Council or national government, or
 - a significant change in the Government's Early Years policy e.g. removal of '30 hour funding'.

These risks are mitigated by our good ability to analyse the position of the charity quickly & respond. Also, by the generosity of other funders that support our Charitable Objects.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

Reserves policy

The Trustees have assessed the level of unrestricted reserves to hold at £500,000 :

1. To protect the continuity of the charity's work in the event of any sudden, enforced cessation in trading e.g. loss of registration, force majeure, or withdrawal of grant funding from Suffolk County Council. The charity aims to keep 3 months' worth of expenditure for this purpose. At 31 August 2021, this level should be £400,000.
2. To maintain assets when required. At 31st August 2021 this figure should be £50,000.
3. To provide the capital to deliver our strategic plan. These are 'opportunistic reserves', set aside to enable the charity to evolve and take advantage of strategic development opportunities. At 31st August 2021, this level should be £50,000.

By dividing the reserves into these levels, the charity is confident that it has considered all the different risks that the charity may face and has adequate money in reserve to deal with them.

A number of factors have been considered by the trustees in setting the level of reserves held by the organisation. These include:

- forecasts for levels of income in future years, taking into account the reliability of each source of income and the prospects for opening up new sources;
- forecasts for expenditure in future years on the basis of planned activity;
- analysis of any future needs, opportunities, contingencies or risks the effects of which are not likely to be able to be met out of income if and when they arise; and
- assessment, on the best evidence reasonably available, of the likelihood of each of those needs etc. arising and the potential consequences for the charity of not being able to meet them.

The Charity has unrestricted reserves of £662,931 and restricted reserves of £784,889 at the year ended 31 August 2021.

Principal funding sources

The principal source of funding is the Early Education Funding and the Two-Year-Old Funding. There are other funds which support our work (such as the Disability Access Fund) which are provided by the local authority, Suffolk County Council. The Council oversee the use of the funds and audit the accounts once the funds have been spent.

We also receive a significant income from nursery fees, i.e. money paid to the nurseries by families or other sponsors.

Fundraising Regulator

In the year, fundraising represented less than 1% of income.

The Charity is committed to good fundraising practice and follows the Code of Fundraising Practice. The Charity does not use professional fundraising agencies. No complaints have been registered against the Charity during the year under review.

Investments

The charity has no investments.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Organisational Structure & Decision Making

Bows and Arrows is a registered charity and a company limited by guarantee and a non-profit making organisation.

We are governed by a Board of Trustees. Trustees are appointed from our client base of parents, representatives from the local community, or representatives from partner organisations.

Our Articles of Association state that "when complete, the Trustees consist of at least three, and not more than 10 individuals". The board of trustees requires breadth and depth of experience to carry out its duties effectively and efficiently. A trustee's most important attribute is the passion for the work that the nurseries undertake. Where possible the charity considers that the skills and experience of the board should comprise the following:

- A trustee with a legal background
- A trustee with a financial/accounting background
- A trustee with educational experience
- A trustee with senior management/business experience
- A trustee with awareness of equal opportunities or disabilities

The trustees meet 4 times a year, with additional meetings as necessary. The Board is responsible for strategic direction, for ensuring proper governance of Bows & Arrows activities and for risk.

Recruitment and appointment of new trustees

Two paid Chief Executives are appointed by the trustees to manage the day-to-day operations of the charity. The Board expects the Chief Executives to take both strategic and operational decisions based on the budget and delegated authorities. The Board expects that all decision making will be within Bows & Arrows objectives and policies.

Key management salaries

Pay at all levels was set in line with the organisational pay structure. Pay for the Chief Executives was decided by the Board.

From time to time, the Trustees form a Remuneration Committee via which to scrutinise the pay & benefits of the most senior employees.

Risk management

Trustees have a prudent attitude to risk and seek to foresee and avoid any major risks to our activity. Medium risks are reviewed regularly at Trustee meetings and management meetings. Risk assessments are completed regularly. These processes have been successful so far in minimising any significant risk to the company and those people that use its services.

BOWS AND ARROWS

TRUSTEES' ANNUAL REPORT *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also the directors of Bows and Arrows for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

The trustees have overall responsibility for ensuring that the charity has appropriate systems of controls, financial and otherwise. They are also responsible for keeping proper 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 and the Statement of Recommended Practice, "Accounting and Reporting by Charities". They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- The charity is operating efficiently and effectively;
- Its assets are safeguarded against unauthorised use or disposition;
- Proper records are maintained and financial information used within the charity or for publication is reliable; and
- The charity complies with relevant laws and regulations.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

A resolution to re-appoint Ensors Accountants LLP as auditors for the ensuing year will be proposed at the annual general meeting in accordance with section 415 of the Companies Act 2006.

The Trustees' Report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

By order of the board of trustees

Mr J Roberts (Chair)

Approved by the Trustees on29 May 2022.....

BOWS AND ARROWS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

FOR THE YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the financial statements of Bows and Arrows (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the accounts, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

BOWS AND ARROWS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

Our audit was designed, after obtaining suitable knowledge and understanding of the Charitable Company and its operating systems, controls and culture, to include tests of detail together with supportive analytical procedures, to enable us to obtain reasonable assurance that the financial statements are free from material misstatements. This included higher levels of work on areas where we considered there to be a higher risk of fraud or misstatement, including revenue recognition and areas where there is a risk of management override of systems and controls or where there are high levels of uncertainty regarding an estimate or judgement.

BOWS AND ARROWS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the company are complying with the legal and regulatory framework;
- enquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud;
- in addressing the risk of fraud through management override of controls, tested the appropriateness of journal entries and other adjustments, assessing whether the judgements made in making accounting estimates are indicative of potential bias, and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Helen Rumsey (Senior Statutory Auditor)
for and on behalf of Ensors Accountants LLP

Chartered Accountants
Statutory Auditor

Connexions
159 Princes Street
Ipswich
Suffolk
IP1 1QJ

Dated: 30 May 2022

BOWS AND ARROWS

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING AN INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Income from:							
Donations	3	90,979	124,472	215,451	45,409	146,414	191,823
Charitable activities:	4						
Buttons and Bows		361,115	-	361,115	343,070	-	343,070
Wigwams		370,095	-	370,095	328,548	-	328,548
Triangle		125,446	-	125,446	162,911	-	162,911
Little Learners		388,713	-	388,713	329,791	-	329,791
Wellington Day Care		186,413	-	186,413	107,532	-	107,532
Nature Den		161,288	-	161,288	204,350	-	204,350
Other income	5	18,999	-	18,999	191,416	-	191,416
Investments	6	40	-	40	143	-	143
Total income		1,703,088	124,472	1,827,560	1,713,170	146,414	1,859,584
Expenditure on:							
Charitable activities:	7						
Buttons and Bows		328,345	28,417	356,762	346,959	30,856	377,815
Wigwams		344,985	14,533	359,518	340,291	16,154	356,445
Triangle		149,568	14,183	163,751	156,140	20,093	176,233
Little Learners		364,567	83,330	447,897	344,130	17,727	361,857
Wellington Day Care		140,645	19,024	159,669	137,542	7,240	144,782
Nature Den		189,618	14,459	204,077	198,693	12,074	210,767
Other expenditure		-	20,299	20,299	504	34,876	35,380
Total expenditure		1,517,728	194,245	1,711,973	1,524,259	139,020	1,663,279
Net income/ (expenditure)		185,360	(69,773)	115,587	188,911	7,394	196,305
Transfers between funds		(763)	763	-	1,431	(1,431)	-
Net movements in funds for the year		184,597	(69,010)	115,587	190,342	5,963	196,305
Reconciliation of funds:							
Fund balances as at 1 September 2020		478,334	853,899	1,332,233	287,992	847,936	1,135,928
Fund balances as at 31 August 2021		662,931	784,889	1,447,820	478,334	853,899	1,332,233

All of the above results are derived from continuing activities.

The notes on pages 16 to 31 form part of these financial statements.

BOWS AND ARROWS

BALANCE SHEET

AS AT 31 AUGUST 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	13	833,223	882,621
Current assets			
Debtors	14	20,474	60,226
Cash at bank and in hand		902,142	693,766
		<u>922,616</u>	<u>753,992</u>
Creditors			
Amounts falling due within one year	15	(308,019)	(304,380)
Net current assets		<u>614,597</u>	<u>449,612</u>
Total assets less current liabilities		1,447,820	1,332,233
Creditors			
Amounts falling due after more than one year		-	-
Net assets		<u>1,447,820</u>	<u>1,332,233</u>
Funds	19		
Unrestricted		662,931	478,334
Restricted		784,889	853,899
		<u>1,447,820</u>	<u>1,332,233</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime within part 15 of the Companies Act 2006 and with the Charities SORP (FRS 102).

The financial statements were approved by the Board of Trustees on ...29 May 2022.... and were signed on its behalf by:

Mr J Roberts
Trustee

The notes on pages 16 to 31 form part of these financial statements.

Company Registration No. 06784276

BOWS AND ARROWS

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activities	22	237,400	173,341
Cash flows from investing activities:			
Interest from investments		40	143
Purchase of tangible fixed assets		(29,064)	(13,268)
Net cash used in investing activities		<u>(29,024)</u>	<u>(13,125)</u>
Net increase / (decrease) in cash and cash equivalents in the year		<u>208,376</u>	<u>160,216</u>
Cash and cash equivalents at the beginning of the year		693,766	533,550
Cash and cash equivalents at the end of the year		<u>902,142</u>	<u>693,766</u>

The notes on pages 16 to 31 form part of these financial statements.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding period.

Company information

Bows and Arrows is a private company limited by guarantee, domiciled and incorporated in England and Wales, registration number 06784276.

Bows and Arrows is a registered Charity, registration number 1129046.

The registered office for the Charity is Wigwams Nursery, Whitton Church Lane, Ipswich, Suffolk, IP1 6LW.

Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with the 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) and the Companies Act 2006.

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

The Charity meets the definition of a public benefit entity under FRS 102.

Going concern

In 2020, the Charity were quick to react to the potential effects of Covid-19, utilising all available grants. The Trustees consider that the significant risk from Covid 19 has passed but the pandemic serves to remind the charity of the importance of holding reserves. The Charity is deemed to be a going concern and will realise its assets and meet its liabilities under the normal course of operations.

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 objectives 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.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income, the receipt is probable, and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is conditional on the delivery of specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Investment income is included when receivable.

Incoming resources from charitable activities are accounted for when earned.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES *(continued)*

Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of resources (i.e. by nursery setting). Costs relating to these are allocated directly. Other costs such as governance costs are apportioned on an appropriate basis e.g. by revenue generated.

Cash and cash equivalents

Cash and cash equivalents include cash in hand and at bank.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Leasehold properties	- over the lower of either the term of the lease or 50 years
Fixtures, fittings & equipment.	- 10% on cost

Impairment of fixed assets

At each reporting year end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Taxation

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

Pensions

The pension costs charged in the accounts represent the contributions payable by the charity during the year.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense unless those costs are required to be recognised as part of the cost of stock or fixed assets.

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

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

1. ACCOUNTING POLICIES *(continued)*

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

Financial instruments

Financial instruments are recognised in the Balance Sheet when the charity becomes party to the contractual provision of the instrument.

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

Basic financial assets

Basic financial assets include trade and other receivables and cash and bank balances. These are initially measured at transaction price, including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the transaction constitutes a financing transaction, where the transaction is measured at the present value of the future receipts.

Impairment of financial assets

Financial assets are assessed for indicators of impairment each year. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. This impairment is recognised in the SOFA.

De-recognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expires, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Classification of financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

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

De-recognition of financial liabilities

Financial liabilities are derecognised when, and only when, the charity's obligations are discharged, cancelled, or they expire.

Government grants

Coronavirus Job Retention Scheme grant income has been recognised in the financial statements on an accruals basis over the furlough period for each relevant employee.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

2. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

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

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

3. DONATIONS

	2021 £	2020 £
Fundraising		
- Buttons and Bows	401	971
- Wigwams	-	695
- Triangle	-	161
- Little Learners	720	1,521
- Wellington	-	227
- Nature Den	-	720
SENCO	50,664	63,685
DAF	-	6,765
EYPP	14,261	13,480
Deprivation grant	26,886	37,747
Reggio	-	6,910
Wingate	-	6,684
PVI	-	25,000
IOA – 2 Year Project	-	23,890
IOA – Family Support Practitioner	23,500	-
IOA – Summer Term Activities	3,805	-
Engaged Communities	5,000	-
Lighting project	500	-
Apprenticeship levy	24,295	-
Discretionary business grant	10,000	-
Suffolk County Council – recovery funding	38,376	-
Suffolk County Council – additional special grant	600	-
Ipswich Borough Council – additional restrictions grant	15,000	-
Other	1,443	3,367
	215,451	191,823

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

4. INCOME FROM CHARITABLE ACTIVITIES

Activity		2021	2020
		£	£
Buttons and Bows	Fees receivable	142,999	126,031
	Hot meals	7,076	7,961
	Early education grants	211,040	209,079
Wigwams	Fees receivable	208,024	146,171
	Hot meals	9,529	7,960
	Early education grants	152,543	174,417
Triangle	Fees receivable	19,467	24,167
	Hot meals	4,364	4,051
	Early education grants	101,615	134,692
Little Learners	Fees receivable	140,108	86,394
	Hot meals	7,573	6,864
	Early education grants	241,031	236,533
Wellington Day Care	Fees receivable	83,828	58,067
	Hot meals	4,423	2,147
	Early education grants	98,162	47,318
Nature Den	Fees receivable	25,621	34,700
	Hot meals	1,762	4,218
	Early education grants	133,905	165,432
		<u>1,593,070</u>	<u>1,476,202</u>

5. OTHER INCOME

	2021	2020
	£	£
Coronavirus Job Retention Scheme	18,549	140,297
Insurance claim	-	51,119
Profit on sale of play equipment	450	-
	<u>18,999</u>	<u>191,416</u>

6. INVESTMENT INCOME

	2021	2020
	£	£
Interest receivable	40	143
	<u>40</u>	<u>143</u>

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct Costs	Support Costs	Governance Costs (Note 8)	2021
	£	£	£	£
Buttons and Bows	252,905	98,416	5,441	356,762
Wigwams	253,413	100,928	5,176	359,517
Triangle	102,155	58,905	2,692	163,752
Little Learners	269,106	173,772	5,020	447,898
Wellington Day Care	107,180	50,477	2,011	159,668
Nature Den	129,669	71,219	3,189	204,077
Restricted projects	20,299	-	-	20,299
	<u>1,134,727</u>	<u>553,717</u>	<u>23,529</u>	<u>1,711,973</u>

The costs have been allocated to the nursery to which the expenditure relates.

Prior year comparative

	Direct Costs	Support Costs	Governance Costs (Note 8)	2020
	£	£	£	£
Buttons and Bows	281,423	90,507	5,885	377,815
Wigwams	260,043	90,472	5,930	356,445
Triangle	119,955	53,312	2,966	176,233
Little Learners	268,922	87,603	5,332	361,857
Wellington Day Care	91,811	50,798	2,173	144,782
Nature Den	149,426	57,997	3,344	210,767
Restricted projects	35,380	-	-	35,380
	<u>1,206,960</u>	<u>430,689</u>	<u>25,630</u>	<u>1,663,279</u>

The costs have been allocated to the nursery to which the expenditure relates.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

8. GOVERNANCE COSTS

	Buttons & Bows	Wigwams	Triangle	Little Learners	Wellington Day Care	Nature Den	2021	2020
	£	£	£	£	£	£	£	£
Payroll services	1,586	1,687	833	1,675	722	999	7,502	7,465
Accountancy	252	160	87	152	58	94	803	815
Legal fees	595	571	267	560	229	467	2,689	3,758
Consultancy fees	331	304	166	290	110	179	1,380	2,664
Auditors' remuneration	2,053	1,882	1,027	1,797	684	1,112	8,555	9,188
Auditors' remuneration – non-audit services	624	572	312	546	208	338	2,600	1,740
	5,441	5,176	2,692	5,020	2,011	3,189	23,529	25,630

9. NET INCOME/(EXPENDITURE)

This is stated after charging:

	2021	2020
	£	£
Auditor's remuneration – non-audit services	2,600	1,740
Auditor's remuneration	8,555	9,188
Depreciation – owned assets	78,462	23,735
Other operating leases	24,097	27,833

10. TRUSTEES' REMUNERATION AND BENEFITS

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

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2021 or for the year ended 31 August 2020.

11. CORPORATION TAXATION

The charity is exempt from tax on income and gains falling due within Part 11 Corporation Tax Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

12. STAFF COSTS

	2021 £	2020 £
Wages & salaries	1,286,675	1,308,828
Social security costs	41,647	29,293
Pension costs	18,057	18,126
	<u>1,346,379</u>	<u>1,356,247</u>

The average number of employees during the period was:

	No.	No.
Management	9	9
Support	90	92
	<u>99</u>	<u>101</u>

No employee earned more than £60,000 during either period.

13. TANGIBLE FIXED ASSETS

	Land & buildings £	Fixtures, fittings & equipment £	Total £
COST			
At 1 September 2020	1,056,151	60,192	1,116,343
Additions	-	29,064	29,064
Disposals	-	-	-
At 31 August 2021	<u>1,056,151</u>	<u>89,256</u>	<u>1,145,407</u>
DEPRECIATION			
At 1 September 2020	186,919	46,803	233,722
Charge for the year	74,629	3,833	78,462
Elimination on disposal	-	-	-
At 31 August 2021	<u>261,548</u>	<u>50,636</u>	<u>312,184</u>
NET BOOK VALUE			
At 31 August 2021	<u>794,603</u>	<u>38,620</u>	<u>833,223</u>
At 1 September 2020	<u>869,232</u>	<u>13,389</u>	<u>882,621</u>

Land and buildings comprise long leasehold properties.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	12,315	12,106
Other debtors	8,159	48,120
	<u>20,474</u>	<u>60,226</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	13,096	17,259
Other taxation and social security	16,304	14,581
Other creditors	3,785	406
Accruals and deferred income	274,834	272,134
	<u>308,019</u>	<u>304,380</u>

16. DEFERRED INCOME

	2021	2020
	£	£
Balance brought forward	220,257	228,594
Amount released to income earned from charitable activities	(220,257)	(228,594)
Amount deferred in period	234,741	220,257
Carried forward	<u>234,741</u>	<u>220,257</u>

Deferred income relates to nursery fees received in advance of the Autumn term.

17. OPERATING LEASE COMMITMENTS

At 31 August the Charity had annual commitments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Expiring:		
Within one year	311	410
Between one and five years	-	-
	<u>311</u>	<u>410</u>

Lease payments recognised as an expense during the year were £24,097 (2020 - £11,504).

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2021 Total funds
	£	£	£
Fixed Assets	76,803	756,420	833,223
Current Assets	884,522	38,094	922,616
Current Liabilities	(298,394)	(9,625)	(308,019)
	662,931	784,889	1,447,820

Prior year comparative

	Unrestricted funds	Restricted funds	2020 Total funds
	£	£	£
Fixed Assets	52,482	830,139	882,621
Current Assets	730,232	23,760	753,992
Current Liabilities	(304,380)	-	(304,380)
	478,334	853,899	1,332,233

19. MOVEMENT IN FUNDS

	At 31 August 2020 £	Net movement in funds £	At 31 August 2021 £
Unrestricted Funds			
General Fund	475,695	185,933	661,628
Fundraising	1,027	276	1,303
Deprivation (Special)	1,612	(1,612)	-
	478,334	184,597	662,931
Restricted Funds			
Capital	830,139	(73,719)	756,420
Deprivation	-	-	-
SENCO	-	-	-
EYPP	-	-	-
Restricted projects			
Lighting Fund (Buttons & Bows)	1,606	(1,606)	-
PVI - ELSA	11,570	-	11,570
PVI - PD Day	10,584	(3,011)	7,573
IOA - Family Support Practitioner	-	4,553	4,553
IOA - Summer Term Activities	-	4,589	4,589
Engaged Communities	-	184	184
	853,899	(69,010)	784,889
TOTAL FUNDS	1,332,233	115,587	1,447,820

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

19. MOVEMENT IN FUNDS – continued

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

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted Funds				
General fund	1,701,967	(1,516,883)	849	185,933
Fundraising	1,121	(845)	-	276
Deprivation (Special)	-	-	(1,612)	(1,612)
	1,703,088	(1,517,728)	(763)	184,597
Restricted Funds				
Capital				
Buttons & Bows	-	(7,586)	-	(7,586)
Wigwams	-	(7,781)	-	(7,781)
Little Learners	-	(58,352)	-	(58,352)
Deprivation				
Buttons & Bows	8,919	(8,919)	-	-
Wigwams	3,833	(3,833)	-	-
Triangle	3,676	(3,676)	-	-
Little Learners	6,468	(6,468)	-	-
Wellington	1,065	(1,065)	-	-
Nature Den	2,925	(2,925)	-	-
SENCO				
Buttons & Bows	5,883	(5,883)	-	-
Wigwams	1,225	(1,225)	-	-
Triangle	8,293	(8,293)	-	-
Little Learners	13,374	(13,374)	-	-
Wellington	14,780	(14,780)	-	-
Nature Den	7,108	(7,108)	-	-
EYPP				
Buttons & Bows	3,430	(3,430)	-	-
Wigwams	894	(894)	-	-
Triangle	1,778	(1,778)	-	-
Little Learners	3,705	(3,705)	-	-
Wellington	1,940	(1,940)	-	-
Nature Den	2,516	(2,516)	-	-
Restricted projects				
Lighting Fund (Buttons & Bows)	500	(2,724)	618	(1,606)
PVI - ELSA	-	-	-	-
PVI - PD Day	-	(3,011)	-	(3,011)
IOA - Family Support Practitioner	23,500	(18,947)	-	4,553
IOA - Summer Term Activities	3,805	(3,621)	-	184
Engaged Communities	5,000	(411)	-	4,589
Wingate	(145)	-	145	-
	124,472	(194,245)	763	(69,010)
TOTAL FUNDS	1,827,560	(1,711,973)	-	115,587

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

19. MOVEMENT IN FUNDS – continued

Fund transfers:

- £1,612 Special Deprivation balance brought forward has been reclassified and therefore transferred to the General fund unrestricted funds.
- £618 transferred from the unrestricted fund to 'Lighting Fund' for repairs and lighting to the pathway at Buttons and Bows.
- £145 transferred from the Unrestricted General fund to clear the deficit on the 'Wingate' fund relating to an over accrual of income in the prior year.

Prior year comparative

	At 31 August 2019 £	Net movement in funds £	At 31 August 2020 £
Unrestricted Funds			
General Fund	275,454	200,241	475,695
Fundraising	6,920	(5,893)	1,027
Deprivation (Special)	5,618	(4,006)	1,612
	287,992	190,342	478,334
Restricted Funds			
Capital	846,330	(16,191)	830,139
Restricted projects			
Lighting Fund (Buttons & Bows)	1,606	-	1,606
PVI - ELSA	-	11,570	11,570
PVI - PD Day	-	10,584	10,584
	847,936	5,963	853,899
TOTAL FUNDS	1,135,928	196,305	1,332,233

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

19. MOVEMENT IN FUNDS – continued

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

	Incoming resources £	Resources expended £	Transfers £	Movement in funds £
Unrestricted Funds				
General fund	1,671,128	(1,470,682)	(204)	200,242
Fundraising	4,295	(10,188)	-	(5,893)
Deprivation	37,747	(39,382)	1,635	-
Deprivation (Special)	-	(4,007)	-	(4,007)
	1,713,170	(1,524,259)	1,431	190,342
Restricted Funds				
Capital				
Buttons & Bows	-	(7,586)	-	(7,586)
Wigwams	-	(7,781)	-	(7,781)
Little Learners	-	(4,847)	4,023	(824)
SENCO				
Buttons & Bows	18,126	(18,126)	-	-
Wigwams	4,246	(4,246)	-	-
Triangle	16,760	(16,760)	-	-
Little Learners	9,850	(9,850)	-	-
Wellington	6,577	(6,577)	-	-
Nature Den	8,126	(8,126)	-	-
EYPP				
Buttons & Bows	3,299	(3,299)	-	-
Wigwams	1,668	(1,668)	-	-
Triangle	2,718	(2,718)	-	-
Little Learners	2,415	(2,415)	-	-
Wellington	663	(663)	-	-
Nature Den	2,717	(2,717)	-	-
DAF				
Buttons & Bows	1,845	(1,845)	-	-
Wigwams	2,460	(2,460)	-	-
Triangle	615	(615)	-	-
Little Learners	615	(615)	-	-
Nature Den	1,230	(1,230)	-	-
Restricted projects				
PVI – ELSA	12,500	(930)	-	11,570
PVI – PD day	12,500	(1,916)	-	10,584
IOA – 2 Year Project	23,890	(18,436)	(5,454)	-
Reggio	6,910	(6,910)	-	-
Wingate	6,684	(6,684)	-	-
	146,414	(139,020)	(1,431)	5,963
TOTAL FUNDS	1,859,584	(1,663,279)	-	196,305

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

19. MOVEMENT IN FUNDS – continued

Fund transfers:

- £5,454 transferred to the Unrestricted General fund from the IOA 2 Year Project fund, to offset amounts transferred from the unrestricted fund to offset the deficit in the prior year.
- £1,635 transferred from the Unrestricted General fund to clear the deficit in the Deprivation unrestricted fund.
- £4,023 transferred from the Unrestricted General fund to the Little Learners capital fund for additional costs above the grant received for the Forest School building.

The income funds of the charity include restricted funds comprising the following grants held on trust for specific purposes:

Deprivation

Fund to be used to improve outcomes for children, living in deprived areas, attending our various settings. The money is provided by Suffolk County Council.

Special Education Needs Coordinator (SENCO)

Grants given to nurseries to fund the work of SENDCO in supporting children registered at the nurseries who have additional needs. The money is provided by Suffolk County Council.

Early Years Pupil Premium (EYPP)

The Early Years Pupil Premium (EYPP) is additional funding from the DfE, via Suffolk County Council, for Early Years providers to help them improve the education they provide for disadvantage 3- and 4-year-olds.

Lighting Fund

Grant received from Suffolk County Council to improve the lighting on the pathway at the Buttons and Bows nursery.

Ipswich Opportunity Area ('IOA') – Summer Term Activities

A grant provided to fund activities for school readiness including summer outdoor learning and the provision of book bags and other useful resources.

Ipswich Opportunity Area – Family Support Practitioners

A grant provided to support the employment of a number of family support practitioners to assist with the challenges facing families as a result of the COVID pandemic. This included facilitation of home learning and the assistance with the transition for children from a preschool setting to school.

Ipswich Opportunity Area - PVI 'Emotional Literacy Support Assistant (ELSA) Training'

A training grant for early years settings to develop the workforce in line with Ipswich Opportunity Area aims. This element of funding was to provide Emotional Literacy Support Assistant (ELSA) training for our staff.

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

19. MOVEMENT IN FUNDS – continued

Ipswich Opportunity Area - PVI 'Professional Development Day'

Funds provided by the Ipswich Opportunity Area to provide an inspiring one-day conference for all Bows and Arrows staff on the professional development day in April 2020. The conference was to provide training and workshops on physical and mental health. The training was postponed due to COVID 19, and these funds are being used for alternative professional development training as agreed with IOA.

Engaged Communities

Grant provided to support our nurseries following the COVID-19 pandemic.

20. PENSION COMMITMENTS

The Charity operates a group personal pension scheme, the assets of which are held in an independently administered fund. Employer's contributions paid during the year amounted to £18,057 (2020: £18,126).

All staff are allocated to either a nursery setting or a project fund which they work on. Project funds will dictate the charitable activity the employer pension contributions should go against as an expense. All projects are noted as being restricted or unrestricted funds and so the project fund allocated for the employee to work on will also dictate whether the individual employer pension contributions go against restricted or unrestricted funds.

21. RELATED PARTY TRANSACTIONS

The following related party transactions occurred during the year, all of which were on an arm's length basis:

- 1 Trustee, Mrs F Rouane, used the childcare services of the Charity during the year, totalling £8,634 (2020: 4 Trustees - £13,647).
- The Charity made purchases of £0 (2020: £252) during the year from a company of which a member of key management is a director.

The remuneration of key management for the year was £68,525 (2020: £66,300).

22. RECONCILIATION OF NET INCOME / (EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income / (expenditure) for the year	115,587	196,305
Adjustments for:		
Depreciation charge	78,462	23,735
Interest from investments	(40)	(143)
(Increase) / decrease in debtors	39,752	(30,419)
Increase / (decrease) in creditors	3,639	(16,137)
	<u>237,400</u>	<u>173,341</u>

BOWS AND ARROWS

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

FOR THE YEAR ENDED 31 AUGUST 2021

23. ANALYSIS OF CHANGES IN NET DEBT

	At 31 August 2020 £	Cash flows £	Other non- cash changes £	At 31 August 2021 £
Cash in hand and at bank	693,766	208,376	-	902,142

24. COMPANY LIMITED BY GUARANTEE

The company is limited by guarantee. Each of the members has undertaken to contribute an amount not exceeding £10 towards the assets of the company in the event of the same being wound up, while he or she is a member, or within one year after he or she ceases to be a member, and the assets being insufficient to cover the company's debts and liabilities.

25. ULTIMATE CONTROLLING PARTY

The Charity is controlled by the trustees who form the board of directors.