

ARC COMMUNITY TRUSTEES

England & Wales · Charity number 1130383

Details

Status Registered

Legal form Charitable company

Company number [06777508](#)

Registered 2009-06-26

Register [View on the Charity Commission register](#)

Contact

Address Arc Nursery
39 Crosby Row
London
SE1 3YD

Phone 02073787532

Email admin@arcnursery.com

Website www.arcnursery.com

Activities

Objects: 1 TO ENHANCE THE DEVELOPMENT AND EDUCATION OF CHILDREN, PRINCIPALLY BELOW STATUTORY SCHOOL AGE, BY PROVIDING CHILD CARE AND EARLY LEARNING FOR CHILDREN AND FAMILIES2 PROVIDE ACTIVITIES TO ENHANCE PARENTAL SKILLS AND CHILD DEVELOPMENT; AND3 PROVIDE ADVICE AND ASSISTANCE TO FAMILIES IN RELATION TO THE COSTS OF CHILDCAREE

Activities: Enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;Provide activities to enhance parental skills and child development; andProvide advice and assistance to families in relation to the costs of childcare.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL.
- Southwark

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£959,952	£868,771	£146,930	21
2024-03-31	£788,652	£769,349	£42,798	19
2023-03-31	£689,860	£780,441	£3,790	17
2022-03-31	£708,374	£704,049	£90,263	19
2021-03-31	£673,548	£741,567	£78,549	21

Trustees

Name	Role	Appointed
Nikita Nemygin	Chair	2024-08-27
Andrew James Williams		2026-02-01
Christina Guazzi		2026-03-04
ELLIE WILKES		2021-08-16
Gillian Elizabeth Walley		2021-04-22
James Hopkins		2024-09-12
Maike Landsberg		2026-02-01
Ninjeri Pandit		2024-08-27
YASIM SALEH		2023-08-20

Accounts

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2023

*Charity number 1130383
Company number 06777508*

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

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ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Administrative information

Trustees

James Rickard (Chairperson)

Elinor Wilkes (Treasurer)

Thomas Wood

Gillian Walley

Yasmin Saleh (appointed on 1 June 2023)

Jana How (appointed on 1 August 2023)

Holly Marshall (resigned 30 September 2023)

Susanne Traudt (resigned 27 January 2023)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Independent Examiners

Lubbock Fine LLP

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Registered Office

39 Crosby Row,

London,

SE1 3YD

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

The Trustees present their annual report and the financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out on pages 12 and 13 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19th December 2008 and registered as a Charity on 26th June 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £10.

Recruitment and appointment of directors

The directors of the company are also Charity Trustees for the purposes of Charity law. Under the requirements of the Memorandum and Articles of Association, directors are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. All directors give their time voluntarily and receive no benefits from the Charity. Due to the nature of the Charity's work, there is particular focus upon the welfare of young children. The directors seek to ensure that the best interests of the charity and ultimately the children served by the charity are appropriately reflected through the diversity of the Trustee body. The more traditional business skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Board. In the event that a new member joins the Board there is no formal induction process, however there is a checklist of requirements, supplemented with orientation by fellow Trustees. The training requirements of Board members are assessed periodically on a case by case basis, however mandatory training is uniformly undertaken and annually monitored.

Organisational structure

The Charity has a Board of Directors which meets monthly throughout the year and is responsible for the strategic direction and policy of the Charity, including the approval of budgets and the exercising of financial controls. At present, the Board has six members from a variety of professional backgrounds, and each takes a nominal lead role across specific areas e.g., operational support, comms and marketing, maintenance, parent liaison. Mandatory roles are filled by Board members for Chair, Treasurer and safeguarding.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Nursery Manager. The finance function is externally contracted to a firm of accountants. The Nursery Manager is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Nursery Manager has responsibility for the day-to-day operational management of the nursery, individual supervision of the staff team, safeguarding, child protection, and also ensuring that the team continue to develop their skills and working practices in line with good practice. The performance and remuneration of the Nursery Manager is reviewed in the context of certain mutually agreed metrics each year by a sub-committee of the Board.

Risk Management

The Board reviews on an annual basis the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients and visitors to the nursery. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity and are assessed in accordance with EYFS policies and other relevant guidance.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Whilst the direct impact of COVID-19 has been significantly less during the period April 2022 to March 23 (lower levels of sickness/ no closures) potential risks associated with continued lower than pre pandemic levels of occupancy were discussed and tracked throughout the year. Significant focus has been on recruitment of staff to meet required ratios and enable additional children to be taken on.

In addition, rising cost of living was identified as a risk for the nursery as this not only increased for non pay/indirect costs but also has increased the costs of bank and agency staff. This has been monitored throughout the year but with limited ability to influence, and therefore has impacted the overall financial position in terms of expenditure and reserves.

The financial position is reviewed by Trustees at the monthly Board meetings and discussed with the management team during monthly finance meetings focused on minimising spend and ensuring appropriate financial control.

Mission, Purpose and Objectives

The Charity reviews the aims, objectives and activities each year. This review looks at what has been achieved and the outcomes of work in the prior period. The review looks at the success of each key activity and the benefits they have brought to those groups of people the Charity is set up to help. The review also helps the Board ensure the aims, objectives and activities remained focused on the Charity's stated purposes.

Our Mission

To provide accessible, responsive childcare and related services to the local community (predominantly London, SE1). This aim is incorporated in a motto, namely, "Families working together for their own and each other's children".

Our Charitable Purpose

We aim to provide childcare of the highest standard, including affordable and vulnerable places, to families living and working in the local community.

Our Objectives

The Charity's objectives are:

- To enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;
- To provide activities to enhance parental skills and child development; and
- To provide advice and assistance to families in relation to the costs of childcare.

The Charity recognises that its financial position must be sound and secure and that its activities should be managed with a view to at least breaking even each year.

Public benefit

The Trustees have referred to the Charity Commission guidance on public benefit in setting the aims and objectives of the Charity and its future plans.

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing two complementary activities in the year to 31 March 2023. Firstly, the core activity of the Charity is to provide high quality early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. The Trustees are satisfied that the Charity performed adequately well during the period under review considering each of their objectives, with a view to focusing on the core objectives of the charity.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Review of the year

This year has shown a decrease in incoming resources for the Charity however expenditure was significantly higher than anticipated due to an increased agency spend (vacancies and sickness). Revenue from restricted and unrestricted sources decreased by some £21,795 (2022: £42,215 increase). The balance of restricted reserves of the Charity increased by £2,800 (2022: £943) whereas unrestricted reserves decreased by £89,273 (2022: £10,771 increase). Our unrestricted reserves at the end of the financial year were £5 (2022: £89,278).

Overall review of the Charity's performance

The Trustees are reasonably satisfied with the Charity's overall performance during the period under review given the challenging financial circumstances facing the economy more widely post pandemic. Income from charitable activities decreased however occupancy levels achieved were broadly consistent with the Charity's operating targets given the post pandemic period. The impact of COVID-19 has continued to lessen in terms of high levels of sickness and possible closures. However there has continued to be significant challenges with recruitment to qualified level 3 practitioner roles, which has impacted the entire industry. This has restricted the ability of the Charity to increase occupancy levels and generate more income to rebuild the financial reserves whilst compensating the steep rise in cost of living.

Management and the Trustees have worked hard throughout the year to recruit key roles and to mitigate risks associated with vacancies, preserving early years staffing ratios, and to ensure the safety and well-being of staff and children.

Two new Trustees were appointed in summer 2023 which helped to bolster the Board skills, capability and capacity, and overall parent satisfaction remains high, with positive reviews and healthy waiting lists (often generated through word of mouth).

Financial Review

The Trustees recognise that it has been a challenging financial year for the Charity post pandemic given the increasing costs facing the economy more widely and the ongoing industry issues with recruitment. In particular it has been acknowledged that there were financial challenges in relation to agency spend, slightly lower occupancy than hoped and an ongoing rise in the cost of living. In addition, the necessity to use agency staff and also recruitment agencies, both with associated higher costs has impacted negatively on pay budgets. A strict approvals process has been put in place for use of agency to help minimise any unnecessary spend and monthly finance meetings established to review the budgets and continue to improve controls.

The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year.

Overall average occupancy decreased to 61% (2022: 68%) however the fee rates were increased with effect from 1 January 2023, and the terms and conditions reviewed to tighten certain policy aspects pertaining to seasonal fluctuation. There will continue to be an annual review of fees, which has been communicated to parents, taking into account local comparators to ensure competitiveness.

Occupancy levels are reviewed on a monthly basis with work ongoing to bring the nursery back to pre-covid occupancy levels, and the Charity has seen demand continue to grow with the number of families living in the Arc's catchment area increasing. However, the Arc has experienced significant recruitment challenges (seen industry wide) which has negatively impacted on the ability to increase occupancy to the required levels and fully service the demand. Recruitment strategies are in place to help with recruitment which is the key to enabling further occupancy growth.

Trustees Annual Report

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for the year ended 31 March 2023

Fundraising activities

The Charity received the following grants during the year. All restricted grants have been or will be used for the purposes for which they were given.

Southwark Council – Restricted grant For ‘Deprivation funding’	£4,108 (2022: £4,783)
Southwark Council – Restricted grant Early Years SEND Inclusion Fund	£nil (2022: £198)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month’s budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity’s current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £423,374 (2022: £377,036). For the year ended 31 March 2023, the Charity’s free reserves stood at £5 (2022: £89,278). The Trustees acknowledge that the level of free reserves available to the Charity have significantly declined in recent years and must be rebuilt as a matter of priority. For the year ended 31 March 2023, the Charity’s restricted funds stood at £3,785 (2022: £985).

Investment policy

The Charity maintains its banking facilities with C. Hoare & Co., 37 Fleet Street, London, EC4P 4DQ. All surplus funds are maintained in short and long term deposits held with its main bankers.

Future plans

In May 2019, following a review by OFSTED the nursery’s rating was amended from Inadequate to Good. The nursery has had an improvement plan in place focusing on practice and procedure which is continually reviewed and updated with input from Trustees and the Local Authority.

It is recognised that there will be some investment requirement for infrastructure and physical learning ‘aides’ in support of providing high quality education into 2023/24. Avenues such as fund raising and donations continue to be explored to supplement fee related income.

Trustees’ Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- 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 are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees Annual Report
ARC COMMUNITY TRUSTEES
(Limited by Guarantee)
for the year ended 31 March 2023

The financial statements and this report have been prepared in accordance with current legislation and the statement of recommended practice "Accounting and Reporting by Charities" (January 2019).

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard 102.

These accounts were approved by the Board on.....^{18 December 2023} and signed on their behalf by:



.....
Elinor Wilkes
Treasurer

COMPANY NUMBER: 06777508

Independent Examiner's Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Independent Examiner's Report to the Trustees of Arc Community Trustees ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2023.

Responsibilities and Basis of Report

As the Trustees of the Charity (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent Examiner's Statement

The company's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants England and Wales (ICAEW).

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

1. accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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

This report is made solely to the Charity's Trustees in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees for my work or for this report.

Hazra Patel ACA

Lubbock Fine LLP

Chartered Accountants & Statutory Auditors

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Date:

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2023

		2023	2023	2023	2022	2022	2022
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	1,875	1,875	-	-	-
Charitable activities		2,800	684,617	687,417	1,100	706,889	707,989
Grants		4,108	-	4,108	4,981	2,408	7,389
Other trading activities		-	568	568	-	385	385
Total income	2	<u>6,908</u>	<u>687,060</u>	<u>693,968</u>	<u>6,081</u>	<u>709,682</u>	<u>715,763</u>
Expenditure on:							
Charitable activities		<u>4,108</u>	<u>776,333</u>	<u>780,441</u>	<u>5,155</u>	<u>698,894</u>	<u>704,049</u>
Total charitable expenditure	3	<u>4,108</u>	<u>776,333</u>	<u>780,441</u>	<u>5,155</u>	<u>698,894</u>	<u>704,049</u>
Transfers between funds	12	<u>-</u>	<u>-</u>	<u>-</u>	<u>17</u>	<u>(17)</u>	<u>-</u>
Net income / (expenditure) for the year		2,800	(89,273)	(86,473)	943	10,771	11,714
Total funds brought forward		985	89,278	90,263	42	78,507	78,549
Funds at the end of the year	12	<u>3,785</u>	<u>5</u>	<u>3,790</u>	<u>985</u>	<u>89,278</u>	<u>90,263</u>

There were no recognised gains or losses other than the surplus reported for the financial year.

The net movements in funds for the year derived from the charity's continuing activities.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Balance Sheet

As at 31 March 2023

	Notes	£	2023 £	2022 £
Fixed assets				
Tangible fixed assets	7		<u>7,093</u>	<u>9,575</u>
Current assets				
Debtors	8	42,814		43,910
Cash at bank and in hand		<u>103,322</u>		<u>157,704</u>
		146,136		201,614
Creditors: amounts falling due within one year	9	<u>149,439</u>		<u>120,926</u>
Net current (liabilities) / assets			<u>(3,303)</u>	<u>80,688</u>
Net assets	12		<u><u>3,790</u></u>	<u><u>90,263</u></u>
Funds	12			
Restricted funds			3,785	985
Unrestricted funds			<u>5</u>	<u>89,278</u>
Total funds			<u><u>3,790</u></u>	<u><u>90,263</u></u>

The notes on pages 12 to 19 form a part of these financial statements.

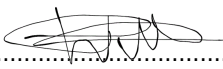
For the year ending 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts 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 accounts.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard 102 (FRS 102).

The financial statements were approved by the Board and authorised for distribution on 18 December 2023 and signed on its behalf by:


.....
Elinor Wilkes
Treasurer

Company number 06777508

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Cash Flow Statement

for the year ended 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Net cash (used) / provided by operating activities	13		<u>(52,292)</u>		<u>17,612</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		(2,798)		(13,125)	
Proceeds from disposal of tangible fixed assets		140		-	
Bank interest receivable		<u>568</u>		<u>385</u>	
Net cash used by investing activities			(2,090)		(12,740)
Change in cash and cash equivalents in the reporting period			<u>(54,382)</u>		<u>4,872</u>
Cash and cash equivalents at the beginning of the reporting period			157,704		152,832
Cash and cash equivalents at the end of the reporting period			<u>103,322</u>		<u>157,704</u>

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

1. Accounting policies

- a) These financial statements have been prepared on a going concern basis, under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit company for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The following principal accounting policies have been adopted in preparing the financial statements.

- b) Incoming resources include the total amount of grants, voluntary income and nursery fees receivable and are recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue and capital grants are accounted for gross when notification is received. Where the grants specify the time period they relate to, they are recognised as income in that period. Other grants are recognised as income when received.
- c) Resources expended are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.
- d) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Incoming resources from charitable activities	90.0%
Governance and support	10.0%

- e) Governance and support costs include the management of the Charity's assets, organisation and management, and compliance with constitutional and statutory requirements. The only governance costs included in the accounts relate to audit fees as disclosed in note 4.

ARC COMMUNITY TRUSTEES

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Notes to the financial statements

for the year ended 31 March 2023

- f) Individual fixed assets costing £100 or more are capitalised at cost and are depreciated over their estimated useful economic life. The depreciation rates in use are as follows:

Office equipment	25% straight line
Fixtures and fittings	25% straight line
Leasehold improvements	Over the lease term
Leasehold improvements (additional)	Over 3 years

- g) Unrestricted funds comprise accumulated surpluses of general funds and these are available for use at the discretion of the Trustees in the furtherance of the general charitable objectives of the Charity.
- h) Restricted funds are those that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by donors or when funds are raised for particular restricted purposes.
- i) Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.
- j) Cash at bank and cash in hand include funds available to the Charity immediately in current and deposit accounts and petty cash.
- k) Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.
- l) The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost.
- m) ARC Community Trustees provides all employees access to a designated stakeholder pension scheme. Contributions made by the employee are matched by the company up to a maximum of 6% of the employee's annual salary.
- n) Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

2. Total income

	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Donations						
Parent donation	470	-	470	-	-	-
Trustees donation	405	-	405	-	-	-
Norton Rose Charitable Foundation Fulbright donation	1,000	-	1,000	-	-	-
Charitable activities						
Nursery school fees	684,617	-	684,617	706,889	-	706,889
Workplace Nursery Scheme Contributions	-	2,800	2,800	-	1,100	1,100
Grants						
Southwark Council deprivation funding	-	4,108	4,108	-	4,783	4,783
Southwark Council Early Years Pupil Premium	-	-	-	-	-	-
Southwark Council Early Years SENDIF funding	-	-	-	-	198	198
COVID-19 Furlough grant	-	-	-	2,408	-	2,408
Other trading activities						
Bank interest receivable	568	-	568	385	-	385
Total income	687,060	6,908	693,968	709,682	6,081	715,763

During the year, the nursery received 'Deprivation funding' in respect of children aged under five years of age, who on the relevant headcount day, were eligible to receive free nursery education at the charity's main nursery setting. The eligibility criteria are set by Southwark Council and the grant is based on information submitted to the Council. The charity provided free early years education to all such eligible pupils.

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2023 Total £	2022 Total £
Direct costs	162,918	4,108	-	167,026	108,275
Staff costs (See Note 5)	393,585	-	6,303	399,888	400,753
Nursery occupancy costs	136,549	-	-	136,549	123,894
Other operating charges	39,497	-	32,450	71,947	66,616
Depreciation (See Note 7)	5,031	-	-	5,031	4,511
Total resources expended	737,580	4,108	38,753	780,441	704,049

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2022 Total £
Direct costs	103,235	5,040	-	108,275
Staff costs (See Note 5)	394,294	-	6,459	400,753
Nursery occupancy costs	123,779	115	-	123,894
Other operating charges	32,771	-	33,845	66,616
Depreciation (See Note 4)	4,511	-	-	4,511
Total resources expended	658,590	5,155	40,304	704,049

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

4. Net outgoing resources for the year

This is stated after charging:

	2023 £	2022 £
Depreciation	5,031	4,511
Independent examiner fee: Current year	3,000	-
Auditors' remuneration: Prior year	-	6,600
Operating lease payments	103,634	103,634

5. Staff costs and numbers

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	367,427	370,682
Social security costs	23,357	20,866
Pension contributions	9,104	9,205
	399,888	400,753

None of the employees earned over £60,000 during the year.

The average weekly number of employees analysed by activity was as follows:

	Headcount method 2023 No.	Full-time equivalent 2023 No.	Full-time equivalent 2022 No.
Teaching staff	19	14	16
Governance and support	4	3	3
	23	17	19

A number of volunteers assist with the activities of the Charity. As these volunteers are not employed by the charity, they are not included in the above note.

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £39,859 (2022: £48,664) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £2,993 (2022: £186).

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

6. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2022	248,297	23,957	40,386	21,961	334,601
Additions in the year	-	-	814	1,984	2,798
Disposals in the year	-	-	-	(13,144)	(13,144)
At 31 March 2023	248,297	23,957	41,200	10,801	324,255
DEPRECIATION					
At 1 April 2022	248,297	17,073	40,307	19,349	325,026
Charge for the year	-	3,441	243	1,347	5,031
On disposals	-	-	-	(12,895)	(12,895)
At 31 March 2023	248,297	20,514	40,550	7,801	317,162
NET BOOK VALUE					
At 31 March 2023	-	3,443	650	3,000	7,093
At 31 March 2022	-	6,884	79	2,612	9,575

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

**Notes to the financial statements
for the year ended 31 March 2023****8. Debtors**

	2023 £	2022 £
Trade debtors	2,720	3,325
Prepayments and accrued income	37,463	38,030
Other debtors	2,631	2,555
	<u>42,814</u>	<u>43,910</u>

9. Creditors : amounts falling due within one year

	2023 £	2022 £
Trade creditors	50,432	20,328
Other creditors including taxation and social security	87,564	83,986
Accruals	11,443	16,612
	<u>149,439</u>	<u>120,926</u>

10. Analysis of net assets between funds - current year

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	7,093	7,093
Net current assets	<u>3,785</u>	<u>(7,088)</u>	<u>(3,303)</u>
Net assets at 31 March 2023	<u>3,785</u>	<u>5</u>	<u>3,790</u>

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Analysis of net assets between funds - prior year			
Tangible fixed assets	-	9,575	9,575
Net current assets	<u>985</u>	<u>79,703</u>	<u>80,688</u>
Net assets at 31 March 2022	<u>985</u>	<u>89,278</u>	<u>90,263</u>

11. Financial instruments

	2023 £	2022 £
Financial Assets measured at amortised cost	5,813	6,370
Financial Liabilities measured at amortised cost	<u>142,111</u>	<u>115,988</u>

Financial Assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial Liabilities measured at amortised cost comprise of trade creditors, other creditors and accruals.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

12. Movements in funds

	At 1 April 2022 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2023 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,108	(4,108)	-	-
Southwark Council - Early Years SENDIF funding *2	-	-	-	-	-
Southwark Council - EYPP funding *3	-	-	-	-	-
Workplace Nursery Scheme Contributions*4	985	2,800	-	-	3,785
Total restricted funds	985	6,908	(4,108)	-	3,785
General fund	89,278	687,060	(776,333)	-	5
Total unrestricted funds	89,278	687,060	(776,333)	-	5
Total funds	90,263	693,968	(780,441)	-	3,790

	At 1 April 2021 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2022 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,783	(4,783)	-	-
Southwark Council - Early Years SENDIF funding *2	42	198	(257)	17	-
Southwark Council - EYPP funding *3	-	-	-	-	-
Workplace Nursery Scheme Contributions*4	-	1,100	(115)	-	985
Total restricted funds	42	6,081	(5,155)	17	985
General fund	78,507	709,682	(698,894)	(17)	89,278
Total unrestricted funds	78,507	709,682	(698,894)	(17)	89,278
Total funds	78,549	715,763	(704,049)	-	90,263

*1. Additional funding provided by Southwark Council to support children from deprived families.

*2. Funding provided by Southwark Council to support children with special educational needs.

*3. Funding provided by Southwark Council to support educational development of 3-4 years old children from deprived backgrounds.

*4. Contributions made by Workplace Nursery Schemes.

13. Reconciliation of net expenditure to net cash provided by operating activities

	2023 £	2022 £
Net expenditure	(86,473)	11,714
Depreciation of tangible assets	5,031	4,511
Loss on disposal of tangible assets	109	184
Decrease/(Increase) in debtors	1,096	(7,440)
Increase/(Decrease) in creditors	28,513	9,028
Bank interest receivable	(568)	(385)
Net cash (Outflow)/Inflow from operating activities	(52,292)	17,612

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

14. Operating lease commitments

At 31 March 2023, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	2023	2022
	£	£
Within 1 year	104,511	103,634
Between 2 to 5 years	401,909	105,427

15. Related parties

During the year, nursery fees paid by the Trustees totalled £34,810 (2022: £41,989).

16. Company limited by guarantee

Every trustee promises, if the Charity is dissolved while he or she is a member, or within twelve months after he or she ceases to be a member, to contribute such sum (not exceeding £10) as may be demanded of him or her towards the payment of the debts and liabilities of the Charity incurred before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Accounts

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2024

Charity number 1130383

Company number 06777508

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

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ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

Administrative information

During the year and until the date of signature of these financial statements, the composition of the Board of Trustees changed as follows. Additionally, on 31 May 2024, James Rickard resigned as Chairperson of the Board and Jana How was appointed in his stead.

Trustees

Jana How (Chairperson) (appointed on 1 August 2023)

Elinor Wilkes (Treasurer)

Thomas Wood

Gillian Walley

Yasmin Saleh (appointed on 1 June 2023)

Nikita Nemygin (appointed on 27 August 2024)

Ninjeri Pandit (appointed on 27 August 2024)

James Hopkins (appointed on 12 September 2024)

James Rickard (resigned 31 May 2024)

Holly Marshall (resigned 30 September 2023)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Independent Examiners

Lubbock Fine LLP

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Registered Office

39 Crosby Row,

London,

SE1 3YD

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

The Trustees present their annual report and the financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out on pages 12 and 13 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19th December 2008 and registered as a Charity on 26th June 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £10.

Recruitment and appointment of directors

The directors of the company are also Charity Trustees for the purposes of Charity law. Under the requirements of the Memorandum and Articles of Association, directors are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. All directors give their time voluntarily and receive no benefits from the Charity. Due to the nature of the Charity's work, there is particular focus upon the welfare of young children. The directors seek to ensure that the best interests of the charity and ultimately the children served by the charity are appropriately reflected through the diversity of the Trustee body. The more traditional business skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Board. In the event that a new member joins the Board there is no formal induction process, however there is a checklist of requirements, supplemented with orientation by fellow Trustees. The training requirements of Board members are assessed periodically on a case by case basis, however mandatory training is uniformly undertaken and annually monitored.

Organisational structure

The Charity has a Board of Directors which meets monthly throughout the year and is responsible for the strategic direction and policy of the Charity, including the approval of budgets and the exercising of financial controls. At present, the Board has eight members from a variety of professional backgrounds, and each takes a nominal lead role across specific areas e.g., operational support, comms and marketing, health and safety, maintenance, parent liaison. Mandatory roles are filled by Board members for Chair, Treasurer and safeguarding.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Nursery Manager. The finance function is externally contracted to a firm of accountants. The Nursery Manager is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Nursery Manager has responsibility for the day-to-day operational management of the nursery, individual supervision of the staff team, safeguarding, child protection, and also ensuring that the team continue to develop their skills and working practices in line with good practice. The performance and remuneration of the Nursery Manager is reviewed in the context of certain mutually agreed metrics each year by a sub-committee of the Board.

Risk Management

The Board reviews on an annual basis the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients and visitors to the nursery. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity and are assessed in accordance with EYFS policies and other relevant guidance.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

During the period April 2023 to March 2024, there has continued to be a risk associated with lower levels of occupancy than pre pandemic years, however there has been a gradual increase on the previous year, which is positive. In addition, and also related to occupancy, the continued challenge faced across the industry regarding attracting qualified staff of high quality has impacted the nursery. Significant focus has been on continued recruitment of staff to meet required ratios, ensure quality of care standards, and to enable additional children to be taken on.

In addition, rising cost of living was identified as an ongoing risk for the nursery as this not only increased for non pay/indirect costs but also has increased the costs of bank and agency staff. This has been monitored throughout the year, with robust controls on spend and also proactive action taken to reduce costs where possible (e.g. contract renewals). However these factors have impacted the overall financial position in terms of expenditure and reserves.

The financial position is reviewed by Trustees at the monthly Board meetings and discussed with the management team during monthly finance meetings focused on minimising spend and ensuring appropriate financial control.

Mission, Purpose and Objectives

The Charity reviews the aims, objectives and activities each year. This review looks at what has been achieved and the outcomes of work in the prior period. The review looks at the success of each key activity and the benefits they have brought to those groups of people the Charity is set up to help. The review also helps the Board ensure the aims, objectives and activities remained focused on the Charity's stated purposes.

Our Mission

To provide accessible, responsive childcare and related services to the local community (predominantly London, SE1). This aim is incorporated in a motto, namely, "Families working together for their own and each other's children".

Our Charitable Purpose

We aim to provide childcare of the highest standard, including affordable and vulnerable places, to families living and working in the local community.

Our Objectives

The Charity's objectives are:

- To enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;
- To provide activities to enhance parental skills and child development; and
- To provide advice and assistance to families in relation to the costs of childcare.

The Charity recognises that its financial position must be sound and secure and that its activities should be managed with a view to at least breaking even each year.

Public benefit

The Trustees have referred to the Charity Commission guidance on public benefit in setting the aims and objectives of the Charity and its future plans.

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing two complementary activities in the year to 31 March 2024. Firstly, the core activity of the Charity is to provide high quality early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. The Trustees are satisfied that the Charity performed adequately well during the period under review considering each of their objectives, with a view to focusing on the core objectives of the charity.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

Review of the year

This year has shown an increase in incoming resources for the Charity. Revenue from restricted and unrestricted sources increased by some £114,389 (2023: £21,795 decrease). The balance of restricted reserves of the Charity increased by £393 (2023: £2,800) whereas unrestricted reserves increased by £38,615 (2023: £89,273 decrease). Our unrestricted reserves at the end of the financial year were £38,620 (2023: £5).

Overall review of the Charity's performance

The Trustees are reasonably satisfied with the Charity's overall performance during the period under review given the challenging financial circumstances facing the economy more widely post pandemic. Income from charitable activities increased compared to prior year and occupancy levels achieved were broadly consistent with the Charity's operating targets given the post pandemic period. However there has continued to be significant challenges with recruitment to qualified level 3 practitioner roles, which has impacted the entire industry. This has restricted the ability of the Charity to increase occupancy levels significantly and generate more income to rebuild the financial reserves whilst compensating the steep rise in cost of living.

Management and the Trustees have worked hard throughout the year to recruit key roles and to mitigate risks associated with vacancies, preserving early years staffing ratios, and to ensure the safety and well-being of staff and children.

Two new Trustees were appointed in summer 2023 which helped to bolster the Board skills, capability and capacity, and overall parent satisfaction remains high, with positive reviews and healthy waiting lists (often generated through word of mouth).

Financial Review

The Trustees recognise that it has been a challenging financial year for the Charity post pandemic given the increasing costs facing the economy more widely and the ongoing industry issues with recruitment. In particular it has been acknowledged that there were financial challenges in relation to agency spend, recruitment agency costs, slightly lower occupancy than hoped and an ongoing rise in the cost of living. The Treasurer and management team have worked closely to review budgets and take proactive measures to reduce spend where appropriate, especially on contracts. In addition, a strict approvals process has been put in place for use of agency to help minimise any unnecessary spend. This has had a positive impact of significantly reducing overall agency spend.

The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year.

Overall average occupancy increased to 66% (2023: 61%) and the fee rates were increased with effect from 1 January 2024, and the terms and conditions reviewed to tighten certain policy aspects pertaining to seasonal fluctuation. There will continue to be an annual review of fees, which has been communicated to parents, taking into account local comparators to ensure competitiveness.

Occupancy levels are reviewed on a monthly basis with work ongoing to bring the nursery back to pre-covid occupancy levels, and the Charity has seen demand continue to grow with the number of families living in the Arc's catchment area increasing. However, the Arc has experienced significant recruitment challenges (seen industry wide) which has negatively impacted on the ability to increase occupancy to the required levels and fully service the demand. Recruitment strategies are in place to help with recruitment which is the key to enabling further occupancy growth.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

Fundraising activities

The Charity received the following grants during the year. All restricted grants have been or will be used for the purposes for which they were given.

Southwark Council – Restricted grant For ‘Deprivation funding’	£5,003 (2023: £4,108)
Southwark Council – Restricted grant Early Years SEND/EHCP Inclusion Fund	£12,900 (2023: £nil)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month’s budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity’s current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £454,581 (2023: £423,374). For the year ended 31 March 2024, the Charity’s free reserves stood at £38,620 (2023: £5). The Trustees acknowledge that the level of free reserves available to the Charity have significantly declined in recent years and must be rebuilt as a matter of priority. For the year ended 31 March 2024, the Charity’s restricted funds stood at £4,178 (2023: £3,785).

Investment policy

The Charity maintains its banking facilities with C. Hoare & Co., 37 Fleet Street, London, EC4P 4DQ. All surplus funds are maintained in short and long term deposits held with its main bankers.

Future plans

In May 2019, following a review by OFSTED the nursery’s rating was amended from Inadequate to Good. The nursery has had an improvement plan in place focusing on practice and procedure which is continually reviewed and updated with input from Trustees and the Local Authority. The nursery has focused on Ofsted preparedness during 2023/24 to reflect good practice, to test processes, policies and procedures, and to ensure that standards continue to rise. There will be a continued focus on staff and team development in 2024/25.

It is recognised that there will be some investment requirement for infrastructure and physical learning ‘aides’ in support of providing high quality education into 2024/25. In particular, there will be a focus on the outside spaces and maximising these areas, plus more permanent structures to enhance the experience of children and staff. Avenues such as fund raising and donations continue to be explored to supplement fee related income.

Trustees’ Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Trustees Annual Report
ARC COMMUNITY TRUSTEES
(Limited by Guarantee)
for the year ended 31 March 2024

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements and this report have been prepared in accordance with current legislation and the statement of recommended practice "Accounting and Reporting by Charities" (January 2019).

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard 102.

30 December 2024

These accounts were approved by the Board on..... and signed on their behalf by:



.....
Elinor Wilkes
Treasurer

COMPANY NUMBER: 06777508

Independent Examiner's Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2024

Independent Examiner's Report to the Trustees of Arc Community Trustees ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2024.

Responsibilities and Basis of Report

As the Trustees of the Charity (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent Examiner's Statement

The company's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants England and Wales (ICAEW).

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

1. accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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

This report is made solely to the Charity's Trustees in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees for my work or for this report.

Hazra Patel

Hazra Patel ACA
Lubbock Fine LLP

Chartered Accountants & Statutory Auditors
Paternoster House
65 St Paul's Churchyard
London
EC4M 8AB
Date: 09 January 2025

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2024

		2024	2024	2024	2023	2023	2023
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	1,463	1,463	-	1,875	1,875
Charitable activities		5,700	779,396	785,096	2,800	684,617	687,417
Grants		19,705	-	19,705	4,108	-	4,108
Other trading activities		-	2,093	2,093	-	568	568
Total income	2	25,405	782,952	808,357	6,908	687,060	693,968
Expenditure on:							
Charitable activities		25,012	744,337	769,349	4,108	776,333	780,441
Total charitable expenditure	3	25,012	744,337	769,349	4,108	776,333	780,441
Transfers between funds	12	-	-	-	-	-	-
Net income / (expenditure) for the year		393	38,615	39,008	2,800	(89,273)	(86,473)
Total funds brought forward		3,785	5	3,790	985	89,278	90,263
Funds at the end of the year	12	4,178	38,620	42,798	3,785	5	3,790

There were no recognised gains or losses other than the surplus reported for the financial year.

The net movements in funds for the year derived from the charity's continuing activities.

The notes on pages 12 to 19 form a part of these financial statements.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Balance Sheet

As at 31 March 2024

	Notes	£	2024 £	2023 £
Fixed assets				
Tangible fixed assets	7		<u>8,756</u>	<u>7,093</u>
Current assets				
Debtors	8	51,724		42,814
Cash at bank and in hand		<u>113,799</u>		<u>103,322</u>
		165,523		146,136
Creditors: amounts falling due within one year	9	<u>131,481</u>		<u>149,439</u>
Net current (liabilities) / assets			<u>34,042</u>	<u>(3,303)</u>
Net assets	12		<u>42,798</u>	<u>3,790</u>
Funds	12			
Restricted funds			4,178	3,785
Unrestricted funds			<u>38,620</u>	<u>5</u>
Total funds			<u>42,798</u>	<u>3,790</u>

The notes on pages 12 to 19 form a part of these financial statements.

For the year ending 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts 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 accounts.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard 102 (FRS 102).

30 December 2024

The financial statements were approved by the Board and authorised for distribution on
and signed on its behalf by:



.....
Elinor Wilkes
Treasurer

Company number 06777508

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Cash Flow Statement

for the year ended 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Net cash (used) / provided by operating activities	13		<u>17,768</u>		<u>(52,292)</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		(9,384)		(2,798)	
Proceeds from disposal of tangible fixed assets		-		140	
Bank interest receivable		<u>2,093</u>		<u>568</u>	
Net cash used by investing activities			(7,291)		(2,090)
Change in cash and cash equivalents in the reporting period			<u>10,477</u>		<u>(54,382)</u>
Cash and cash equivalents at the beginning of the reporting period			103,322		157,704
Cash and cash equivalents at the end of the reporting period			<u>113,799</u>		<u>103,322</u>

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

1. Accounting policies

- a) These financial statements have been prepared on a going concern basis, under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit company for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The following principal accounting policies have been adopted in preparing the financial statements.

- b) Incoming resources include the total amount of grants, voluntary income and nursery fees receivable and are recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue and capital grants are accounted for gross when notification is received. Where the grants specify the time period they relate to, they are recognised as income in that period. Other grants are recognised as income when received.
- c) Resources expended are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.
- d) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Incoming resources from charitable activities	90.0%
Governance and support	10.0%

- e) Governance and support costs include the management of the Charity's assets, organisation and management, and compliance with constitutional and statutory requirements. The only governance costs included in the accounts relate to audit fees as disclosed in note 4.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

- f) Individual fixed assets costing £100 or more are capitalised at cost and are depreciated over their estimated useful economic life. The depreciation rates in use are as follows:

Office equipment	25% straight line
Fixtures and fittings	25% straight line
Leasehold improvements	Over the lease term
Leasehold improvements (additional)	Over 3 years

- g) Unrestricted funds comprise accumulated surpluses of general funds and these are available for use at the discretion of the Trustees in the furtherance of the general charitable objectives of the Charity.
- h) Restricted funds are those that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by donors or when funds are raised for particular restricted purposes.
- i) Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.
- j) Cash at bank and cash in hand include funds available to the Charity immediately in current and deposit accounts and petty cash.
- k) Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.
- l) The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost.
- m) ARC Community Trustees provides all employees access to a designated stakeholder pension scheme. Contributions made by the employee are matched by the company up to a maximum of 6% of the employee's annual salary.
- n) Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

2. Total income

	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
Donations						
Parent donation	263	-	263	470	-	470
Trustees donation	1,200	-	1,200	405	-	405
Norton Rose Charitable Foundation Fulbright donation	-	-	-	1,000	-	1,000
Charitable activities						
Nursery school fees	779,396	-	779,396	684,617	-	684,617
Workplace Nursery Scheme Contributions	-	5,700	5,700	-	2,800	2,800
Grants						
Southwark Council deprivation funding	-	5,003	5,003	-	4,108	4,108
Southwark Council Early Years SENDIF funding	-	4,112	4,112	-	-	-
Southwark Council Early Years EHCP funding	-	8,788	8,788	-	-	-
Southwark Council Early Years Supplementary Grant	-	1,802	1,802	-	-	-
Other trading activities						
Bank interest receivable	2,093	-	2,093	568	-	568
Total income	782,952	25,405	808,357	687,060	6,908	693,968

During the year, the nursery received 'Deprivation funding' in respect of children aged under five years of age, who on the relevant headcount day, were eligible to receive free nursery education at the charity's main nursery setting. The eligibility criteria are set by Southwark Council and the grant is based on information submitted to the Council. The charity provided free early years education to all such eligible pupils.

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2024 Total £	2023 Total £
Direct costs	45,434	22,588	-	68,022	167,026
Staff costs (See Note 5)	472,515	-	7,887	480,402	399,888
Nursery occupancy costs	141,002	-	-	141,002	136,549
Other operating charges	41,073	-	31,130	72,203	71,947
Depreciation (See Note 7)	5,296	2,424	-	7,720	5,031
Total resources expended	705,320	25,012	39,017	769,349	780,441

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2023 Total £
Direct costs	162,918	4,108	-	167,026
Staff costs (See Note 5)	393,585	-	6,303	399,888
Nursery occupancy costs	136,549	-	-	136,549
Other operating charges	39,497	-	32,450	71,947
Depreciation (See Note 4)	5,031	-	-	5,031
Total resources expended	737,580	4,108	38,753	780,441

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

4. Net outgoing resources for the year

This is stated after charging:

	2024	2023
	£	£
Depreciation	7,720	5,031
Independent examiner fee: Current year	3,000	3,000
Operating lease payments	104,536	103,634

5. Staff costs and numbers

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	438,316	367,427
Social security costs	29,276	23,357
Pension contributions	12,810	9,104
	480,402	399,888

None of the employees earned over £60,000 during the year.

The average weekly number of employees analysed by activity was as follows:

	Headcount method 2024 No.	Full-time equivalent 2024 No.	Full-time equivalent 2023 No.
Teaching staff	20	16	14
Governance and support	3	3	3
	23	19	17

A number of volunteers assist with the activities of the Charity. As these volunteers are not employed by the charity, they are not included in the above note.

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £44,757 (2023: £39,859) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £955 (2023: £2,993).

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

6. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2023	248,297	23,957	41,200	10,801	324,255
Additions in the year	-	4,104	2,836	2,444	9,384
Disposals in the year	-	-	-	-	-
At 31 March 2024	<u>248,297</u>	<u>28,061</u>	<u>44,036</u>	<u>13,245</u>	<u>333,639</u>
DEPRECIATION					
At 1 April 2023	248,297	20,514	40,550	7,801	317,162
Charge for the year	-	4,811	952	1,958	7,721
On disposals	-	-	-	-	-
At 31 March 2024	<u>248,297</u>	<u>25,325</u>	<u>41,502</u>	<u>9,759</u>	<u>324,883</u>
NET BOOK VALUE					
At 31 March 2024	<u>-</u>	<u>2,736</u>	<u>2,534</u>	<u>3,486</u>	<u>8,756</u>
At 31 March 2023	<u>-</u>	<u>3,443</u>	<u>650</u>	<u>3,000</u>	<u>7,093</u>

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

8. Debtors

	2024 £	2023 £
Trade debtors	4,874	2,720
Prepayments and accrued income	46,540	37,463
Other debtors	310	2,631
	<u>51,724</u>	<u>42,814</u>

9. Creditors : amounts falling due within one year

	2024 £	2023 £
Trade creditors	16,545	50,432
Other creditors including taxation and social security	102,429	87,564
Accruals	12,507	11,443
	<u>131,481</u>	<u>149,439</u>

10. Analysis of net assets between funds - current year

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	8,756	8,756
Net current assets	<u>4,178</u>	<u>29,864</u>	<u>34,042</u>
Net assets at 31 March 2024	<u>4,178</u>	<u>38,620</u>	<u>42,798</u>

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	7,093	7,093
Net current assets	<u>3,785</u>	<u>(7,088)</u>	<u>(3,303)</u>
Net assets at 31 March 2023	<u>3,785</u>	<u>5</u>	<u>3,790</u>

11. Financial instruments

	2024 £	2023 £
Financial Assets measured at amortised cost	14,278	5,813
Financial Liabilities measured at amortised cost	124,858	142,111

Financial Assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial Liabilities measured at amortised cost comprise of trade creditors, other creditors and accruals.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

12. Movements in funds

	At 1 April 2023 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2024 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	5,003	(5,003)	-	-
Southwark Council - Early Years SENDIF/EHCP funding *2	-	12,900	(12,900)	-	-
Southwark Council - Early Years Supplementary Grant *3	-	1,802	(1,802)	-	-
Workplace Nursery Scheme Contributions*4	3,785	5,700	(5,307)	-	4,178
Total restricted funds	3,785	25,405	(25,012)	-	4,178
General fund	5	782,952	(744,337)	-	38,620
Total unrestricted funds	5	782,952	(744,337)	-	38,620
Total funds	3,790	808,357	(769,349)	-	42,798

	At 1 April 2022 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2023 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,108	(4,108)	-	-
Southwark Council - Early Years SENDIF/EHCP funding *2	-	-	-	-	-
Southwark Council - Early Years Supplementary Grant *3	-	-	-	-	-
Workplace Nursery Scheme Contributions*4	985	2,800	-	-	3,785
Total restricted funds	985	6,908	(4,108)	-	3,785
General fund	89,278	687,060	(776,333)	-	5
Total unrestricted funds	89,278	687,060	(776,333)	-	5
Total funds	90,263	693,968	(780,441)	-	3,790

*1. Additional funding provided by Southwark Council to support children from deprived families.

*2. Funding provided by Southwark Council to support children with special educational needs.

*3. Additional early years entitlement funding provided by Southwark Council to support childcare providers.

*4. Contributions made by Workplace Nursery Schemes.

13. Reconciliation of net expenditure to net cash provided by operating activities

	2024 £	2023 £
Net expenditure	39,008	(86,473)
Depreciation of tangible assets	7,720	5,031
Loss on disposal of tangible assets	-	109
(Increase)/Decrease in debtors	(8,910)	1,096
(Decrease)/Increase in creditors	(17,957)	28,513
Bank interest receivable	(2,093)	(568)
Net cash (Outflow)/Inflow from operating activities	17,768	(52,292)

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2024

14. Operating lease commitments

At 31 March 2024, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	2024	2023
	£	£
Within 1 year	101,909	104,511
Between 2 to 5 years	300,000	401,909

15. Related parties

During the year, nursery fees paid by the Trustees totalled £40,971 (2023: £34,810).

During the year, handyman services were provided by the partner of a Trustee £1,714 (2023: £nil)

16. Company limited by guarantee

Every trustee promises, if the Charity is dissolved while he or she is a member, or within twelve months after he or she ceases to be a member, to contribute such sum (not exceeding £10) as may be demanded of him or her towards the payment of the debts and liabilities of the Charity incurred before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Accounts

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2023

Charity number 1130383

Company number 06777508

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

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ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Administrative information

Trustees

James Rickard (Chairperson)

Elinor Wilkes (Treasurer)

Thomas Wood

Gillian Walley

Yasmin Saleh (appointed on 1 June 2023)

Jana How (appointed on 1 August 2023)

Holly Marshall (resigned 30 September 2023)

Susanne Traudt (resigned 27 January 2023)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Independent Examiners

Lubbock Fine LLP

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Registered Office

39 Crosby Row,

London,

SE1 3YD

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

The Trustees present their annual report and the financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out on pages 12 and 13 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19th December 2008 and registered as a Charity on 26th June 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £10.

Recruitment and appointment of directors

The directors of the company are also Charity Trustees for the purposes of Charity law. Under the requirements of the Memorandum and Articles of Association, directors are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. All directors give their time voluntarily and receive no benefits from the Charity. Due to the nature of the Charity's work, there is particular focus upon the welfare of young children. The directors seek to ensure that the best interests of the charity and ultimately the children served by the charity are appropriately reflected through the diversity of the Trustee body. The more traditional business skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Board. In the event that a new member joins the Board there is no formal induction process, however there is a checklist of requirements, supplemented with orientation by fellow Trustees. The training requirements of Board members are assessed periodically on a case by case basis, however mandatory training is uniformly undertaken and annually monitored.

Organisational structure

The Charity has a Board of Directors which meets monthly throughout the year and is responsible for the strategic direction and policy of the Charity, including the approval of budgets and the exercising of financial controls. At present, the Board has six members from a variety of professional backgrounds, and each takes a nominal lead role across specific areas e.g., operational support, comms and marketing, maintenance, parent liaison. Mandatory roles are filled by Board members for Chair, Treasurer and safeguarding.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Nursery Manager. The finance function is externally contracted to a firm of accountants. The Nursery Manager is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Nursery Manager has responsibility for the day-to-day operational management of the nursery, individual supervision of the staff team, safeguarding, child protection, and also ensuring that the team continue to develop their skills and working practices in line with good practice. The performance and remuneration of the Nursery Manager is reviewed in the context of certain mutually agreed metrics each year by a sub-committee of the Board.

Risk Management

The Board reviews on an annual basis the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients and visitors to the nursery. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity and are assessed in accordance with EYFS policies and other relevant guidance.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Whilst the direct impact of COVID-19 has been significantly less during the period April 2022 to March 23 (lower levels of sickness/ no closures) potential risks associated with continued lower than pre pandemic levels of occupancy were discussed and tracked throughout the year. Significant focus has been on recruitment of staff to meet required ratios and enable additional children to be taken on.

In addition, rising cost of living was identified as a risk for the nursery as this not only increased for non pay/indirect costs but also has increased the costs of bank and agency staff. This has been monitored throughout the year but with limited ability to influence, and therefore has impacted the overall financial position in terms of expenditure and reserves.

The financial position is reviewed by Trustees at the monthly Board meetings and discussed with the management team during monthly finance meetings focused on minimising spend and ensuring appropriate financial control.

Mission, Purpose and Objectives

The Charity reviews the aims, objectives and activities each year. This review looks at what has been achieved and the outcomes of work in the prior period. The review looks at the success of each key activity and the benefits they have brought to those groups of people the Charity is set up to help. The review also helps the Board ensure the aims, objectives and activities remained focused on the Charity's stated purposes.

Our Mission

To provide accessible, responsive childcare and related services to the local community (predominantly London, SE1). This aim is incorporated in a motto, namely, "Families working together for their own and each other's children".

Our Charitable Purpose

We aim to provide childcare of the highest standard, including affordable and vulnerable places, to families living and working in the local community.

Our Objectives

The Charity's objectives are:

- To enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;
- To provide activities to enhance parental skills and child development; and
- To provide advice and assistance to families in relation to the costs of childcare.

The Charity recognises that its financial position must be sound and secure and that its activities should be managed with a view to at least breaking even each year.

Public benefit

The Trustees have referred to the Charity Commission guidance on public benefit in setting the aims and objectives of the Charity and its future plans.

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing two complementary activities in the year to 31 March 2023. Firstly, the core activity of the Charity is to provide high quality early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. The Trustees are satisfied that the Charity performed adequately well during the period under review considering each of their objectives, with a view to focusing on the core objectives of the charity.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Review of the year

This year has shown a decrease in incoming resources for the Charity however expenditure was significantly higher than anticipated due to an increased agency spend (vacancies and sickness). Revenue from restricted and unrestricted sources decreased by some £21,795 (2022: £42,215 increase). The balance of restricted reserves of the Charity increased by £2,800 (2022: £943) whereas unrestricted reserves decreased by £89,273 (2022: £10,771 increase). Our unrestricted reserves at the end of the financial year were £5 (2022: £89,278).

Overall review of the Charity's performance

The Trustees are reasonably satisfied with the Charity's overall performance during the period under review given the challenging financial circumstances facing the economy more widely post pandemic. Income from charitable activities decreased however occupancy levels achieved were broadly consistent with the Charity's operating targets given the post pandemic period. The impact of COVID-19 has continued to lessen in terms of high levels of sickness and possible closures. However there has continued to be significant challenges with recruitment to qualified level 3 practitioner roles, which has impacted the entire industry. This has restricted the ability of the Charity to increase occupancy levels and generate more income to rebuild the financial reserves whilst compensating the steep rise in cost of living.

Management and the Trustees have worked hard throughout the year to recruit key roles and to mitigate risks associated with vacancies, preserving early years staffing ratios, and to ensure the safety and well-being of staff and children.

Two new Trustees were appointed in summer 2023 which helped to bolster the Board skills, capability and capacity, and overall parent satisfaction remains high, with positive reviews and healthy waiting lists (often generated through word of mouth).

Financial Review

The Trustees recognise that it has been a challenging financial year for the Charity post pandemic given the increasing costs facing the economy more widely and the ongoing industry issues with recruitment. In particular it has been acknowledged that there were financial challenges in relation to agency spend, slightly lower occupancy than hoped and an ongoing rise in the cost of living. In addition, the necessity to use agency staff and also recruitment agencies, both with associated higher costs has impacted negatively on pay budgets. A strict approvals process has been put in place for use of agency to help minimise any unnecessary spend and monthly finance meetings established to review the budgets and continue to improve controls.

The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year.

Overall average occupancy decreased to 61% (2022: 68%) however the fee rates were increased with effect from 1 January 2023, and the terms and conditions reviewed to tighten certain policy aspects pertaining to seasonal fluctuation. There will continue to be an annual review of fees, which has been communicated to parents, taking into account local comparators to ensure competitiveness.

Occupancy levels are reviewed on a monthly basis with work ongoing to bring the nursery back to pre-covid occupancy levels, and the Charity has seen demand continue to grow with the number of families living in the Arc's catchment area increasing. However, the Arc has experienced significant recruitment challenges (seen industry wide) which has negatively impacted on the ability to increase occupancy to the required levels and fully service the demand. Recruitment strategies are in place to help with recruitment which is the key to enabling further occupancy growth.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Fundraising activities

The Charity received the following grants during the year. All restricted grants have been or will be used for the purposes for which they were given.

Southwark Council – Restricted grant For ‘Deprivation funding’	£4,108 (2022: £4,783)
Southwark Council – Restricted grant Early Years SEND Inclusion Fund	£nil (2022: £198)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month’s budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity’s current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £423,374 (2022: £377,036). For the year ended 31 March 2023, the Charity’s free reserves stood at £5 (2022: £89,278). The Trustees acknowledge that the level of free reserves available to the Charity have significantly declined in recent years and must be rebuilt as a matter of priority. For the year ended 31 March 2023, the Charity’s restricted funds stood at £3,785 (2022: £985).

Investment policy

The Charity maintains its banking facilities with C. Hoare & Co., 37 Fleet Street, London, EC4P 4DQ. All surplus funds are maintained in short and long term deposits held with its main bankers.

Future plans

In May 2019, following a review by OFSTED the nursery’s rating was amended from Inadequate to Good. The nursery has had an improvement plan in place focusing on practice and procedure which is continually reviewed and updated with input from Trustees and the Local Authority.

It is recognised that there will be some investment requirement for infrastructure and physical learning ‘aides’ in support of providing high quality education into 2023/24. Avenues such as fund raising and donations continue to be explored to supplement fee related income.

Trustees’ Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- 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 are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees Annual Report ARC COMMUNITY TRUSTEES

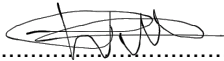
(Limited by Guarantee)

for the year ended 31 March 2023

The financial statements and this report have been prepared in accordance with current legislation and the statement of recommended practice "Accounting and Reporting by Charities" (January 2019).

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard 102.

These accounts were approved by the Board on.....^{18 December 2023} and signed on their behalf by:



.....
Elinor Wilkes

Treasurer

COMPANY NUMBER: 06777508

Independent Examiner's Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2023

Independent Examiner's Report to the Trustees of Arc Community Trustees ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2023.

Responsibilities and Basis of Report

As the Trustees of the Charity (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent Examiner's Statement

The company's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants England and Wales (ICAEW).

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

1. accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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

This report is made solely to the Charity's Trustees in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees for my work or for this report.

Hazra Patel

**Hazra Patel ACA
Lubbock Fine LLP**

Chartered Accountants & Statutory Auditors
Paternoster House
65 St Paul's Churchyard
London
EC4M 8AB

Date: 19 December 2023

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2023

		2023	2023	2023	2022	2022	2022
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	1,875	1,875	-	-	-
Charitable activities		2,800	684,617	687,417	1,100	706,889	707,989
Grants		4,108	-	4,108	4,981	2,408	7,389
Other trading activities		-	568	568	-	385	385
Total income	2	6,908	687,060	693,968	6,081	709,682	715,763
Expenditure on:							
Charitable activities		4,108	776,333	780,441	5,155	698,894	704,049
Total charitable expenditure	3	4,108	776,333	780,441	5,155	698,894	704,049
Transfers between funds	12	-	-	-	17	(17)	-
Net income / (expenditure) for the year		2,800	(89,273)	(86,473)	943	10,771	11,714
Total funds brought forward		985	89,278	90,263	42	78,507	78,549
Funds at the end of the year	12	3,785	5	3,790	985	89,278	90,263

There were no recognised gains or losses other than the surplus reported for the financial year.

The net movements in funds for the year derived from the charity's continuing activities.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Balance Sheet

As at 31 March 2023

	Notes	£	2023 £	2022 £
Fixed assets				
Tangible fixed assets	7		<u>7,093</u>	<u>9,575</u>
Current assets				
Debtors	8	42,814		43,910
Cash at bank and in hand		<u>103,322</u>		<u>157,704</u>
		146,136		201,614
Creditors: amounts falling due within one year	9	<u>149,439</u>		<u>120,926</u>
Net current (liabilities) / assets			<u>(3,303)</u>	<u>80,688</u>
Net assets	12		<u><u>3,790</u></u>	<u><u>90,263</u></u>
Funds	12			
Restricted funds			3,785	985
Unrestricted funds			<u>5</u>	<u>89,278</u>
Total funds			<u><u>3,790</u></u>	<u><u>90,263</u></u>

The notes on pages 12 to 19 form a part of these financial statements.

For the year ending 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts 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 accounts.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard 102 (FRS 102).

The financial statements were approved by the Board and authorised for distribution on 18 December 2023 and signed on its behalf by:


.....

Elinor Wilkes
Treasurer

Company number 06777508

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Cash Flow Statement

for the year ended 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Net cash (used) / provided by operating activities	13		<u>(52,292)</u>		<u>17,612</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		(2,798)		(13,125)	
Proceeds from disposal of tangible fixed assets		140		-	
Bank interest receivable		<u>568</u>		<u>385</u>	
Net cash used by investing activities			(2,090)		(12,740)
Change in cash and cash equivalents in the reporting period			<u>(54,382)</u>		<u>4,872</u>
Cash and cash equivalents at the beginning of the reporting period			157,704		152,832
Cash and cash equivalents at the end of the reporting period			<u>103,322</u>		<u>157,704</u>

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

1. Accounting policies

- a) These financial statements have been prepared on a going concern basis, under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit company for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The following principal accounting policies have been adopted in preparing the financial statements.

- b) Incoming resources include the total amount of grants, voluntary income and nursery fees receivable and are recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue and capital grants are accounted for gross when notification is received. Where the grants specify the time period they relate to, they are recognised as income in that period. Other grants are recognised as income when received.
- c) Resources expended are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.
- d) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Incoming resources from charitable activities	90.0%
Governance and support	10.0%

- e) Governance and support costs include the management of the Charity's assets, organisation and management, and compliance with constitutional and statutory requirements. The only governance costs included in the accounts relate to audit fees as disclosed in note 4.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

- f) Individual fixed assets costing £100 or more are capitalised at cost and are depreciated over their estimated useful economic life. The depreciation rates in use are as follows:

Office equipment	25% straight line
Fixtures and fittings	25% straight line
Leasehold improvements	Over the lease term
Leasehold improvements (additional)	Over 3 years

- g) Unrestricted funds comprise accumulated surpluses of general funds and these are available for use at the discretion of the Trustees in the furtherance of the general charitable objectives of the Charity.
- h) Restricted funds are those that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by donors or when funds are raised for particular restricted purposes.
- i) Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.
- j) Cash at bank and cash in hand include funds available to the Charity immediately in current and deposit accounts and petty cash.
- k) Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.
- l) The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost.
- m) ARC Community Trustees provides all employees access to a designated stakeholder pension scheme. Contributions made by the employee are matched by the company up to a maximum of 6% of the employee's annual salary.
- n) Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

2. Total income

	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Unrestricted £	2022 Restricted £	2022 Total £
Donations						
<i>Parent donation</i>	470	-	470	-	-	-
<i>Trustees donation</i>	405	-	405	-	-	-
<i>Norton Rose Charitable Foundation Fulbright donation</i>	1,000	-	1,000	-	-	-
Charitable activities						
<i>Nursery school fees</i>	684,617	-	684,617	706,889	-	706,889
<i>Workplace Nursery Scheme Contributions</i>	-	2,800	2,800	-	1,100	1,100
Grants						
<i>Southwark Council deprivation funding</i>	-	4,108	4,108	-	4,783	4,783
<i>Southwark Council Early Years Pupil Premium</i>	-	-	-	-	-	-
<i>Southwark Council Early Years SENDIF funding</i>	-	-	-	-	198	198
<i>COVID-19 Furlough grant</i>	-	-	-	2,408	-	2,408
Other trading activities						
<i>Bank interest receivable</i>	568	-	568	385	-	385
Total income	687,060	6,908	693,968	709,682	6,081	715,763

During the year, the nursery received 'Deprivation funding' in respect of children aged under five years of age, who on the relevant headcount day, were eligible to receive free nursery education at the charity's main nursery setting. The eligibility criteria are set by Southwark Council and the grant is based on information submitted to the Council. The charity provided free early years education to all such eligible pupils.

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2023 Total £	2022 Total £
Direct costs	162,918	4,108	-	167,026	108,275
Staff costs (See Note 5)	393,585	-	6,303	399,888	400,753
Nursery occupancy costs	136,549	-	-	136,549	123,894
Other operating charges	39,497	-	32,450	71,947	66,616
Depreciation (See Note 7)	5,031	-	-	5,031	4,511
Total resources expended	737,580	4,108	38,753	780,441	704,049

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2022 Total £
Direct costs	103,235	5,040	-	108,275
Staff costs (See Note 5)	394,294	-	6,459	400,753
Nursery occupancy costs	123,779	115	-	123,894
Other operating charges	32,771	-	33,845	66,616
Depreciation (See Note 4)	4,511	-	-	4,511
Total resources expended	658,590	5,155	40,304	704,049

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

4. Net outgoing resources for the year

This is stated after charging:

	2023	2022
	£	£
Depreciation	5,031	4,511
Independent examiner fee: Current year	3,000	-
Auditors' remuneration: Prior year	-	6,600
Operating lease payments	103,634	103,634

5. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	367,427	370,682
Social security costs	23,357	20,866
Pension contributions	9,104	9,205
	399,888	400,753

None of the employees earned over £60,000 during the year.

The average weekly number of employees analysed by activity was as follows:

	Headcount method 2023 No.	Full-time equivalent 2023 No.	Full-time equivalent 2022 No.
Teaching staff	19	14	16
Governance and support	4	3	3
	23	17	19

A number of volunteers assist with the activities of the Charity. As these volunteers are not employed by the charity, they are not included in the above note.

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £39,859 (2022: £48,664) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £2,993 (2022: £186).

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

6. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2022	248,297	23,957	40,386	21,961	334,601
Additions in the year	-	-	814	1,984	2,798
Disposals in the year	-	-	-	(13,144)	(13,144)
At 31 March 2023	248,297	23,957	41,200	10,801	324,255
DEPRECIATION					
At 1 April 2022	248,297	17,073	40,307	19,349	325,026
Charge for the year	-	3,441	243	1,347	5,031
On disposals	-	-	-	(12,895)	(12,895)
At 31 March 2023	248,297	20,514	40,550	7,801	317,162
NET BOOK VALUE					
At 31 March 2023	-	3,443	650	3,000	7,093
At 31 March 2022	-	6,884	79	2,612	9,575

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

8. Debtors

	2023 £	2022 £
Trade debtors	2,720	3,325
Prepayments and accrued income	37,463	38,030
Other debtors	2,631	2,555
	<u>42,814</u>	<u>43,910</u>

9. Creditors : amounts falling due within one year

	2023 £	2022 £
Trade creditors	50,432	20,328
Other creditors including taxation and social security	87,564	83,986
Accruals	11,443	16,612
	<u>149,439</u>	<u>120,926</u>

10. Analysis of net assets between funds - current year

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	7,093	7,093
Net current assets	<u>3,785</u>	<u>(7,088)</u>	<u>(3,303)</u>
Net assets at 31 March 2023	<u>3,785</u>	<u>5</u>	<u>3,790</u>

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	9,575	9,575
Net current assets	<u>985</u>	<u>79,703</u>	<u>80,688</u>
Net assets at 31 March 2022	<u>985</u>	<u>89,278</u>	<u>90,263</u>

11. Financial instruments

	2023 £	2022 £
Financial Assets measured at amortised cost	5,813	6,370
Financial Liabilities measured at amortised cost	<u>142,111</u>	<u>115,988</u>

Financial Assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial Liabilities measured at amortised cost comprise of trade creditors, other creditors and accruals.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

12. Movements in funds

	At 1 April 2022 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2023 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,108	(4,108)	-	-
Southwark Council - Early Years SENDIF funding *2	-	-	-	-	-
Southwark Council - EYPP funding *3	-	-	-	-	-
Workplace Nursery Scheme Contributions*4	985	2,800	-	-	3,785
Total restricted funds	985	6,908	(4,108)	-	3,785
General fund	89,278	687,060	(776,333)	-	5
Total unrestricted funds	89,278	687,060	(776,333)	-	5
Total funds	90,263	693,968	(780,441)	-	3,790

	At 1 April 2021 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2022 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,783	(4,783)	-	-
Southwark Council - Early Years SENDIF funding *2	42	198	(257)	17	-
Southwark Council - EYPP funding *3	-	-	-	-	-
Workplace Nursery Scheme Contributions*4	-	1,100	(115)	-	985
Total restricted funds	42	6,081	(5,155)	17	985
General fund	78,507	709,682	(698,894)	(17)	89,278
Total unrestricted funds	78,507	709,682	(698,894)	(17)	89,278
Total funds	78,549	715,763	(704,049)	-	90,263

*1. Additional funding provided by Southwark Council to support children from deprived families.

*2. Funding provided by Southwark Council to support children with special educational needs.

*3. Funding provided by Southwark Council to support educational development of 3-4 years old children from deprived backgrounds.

*4. Contributions made by Workplace Nursery Schemes.

13. Reconciliation of net expenditure to net cash provided by operating activities

	2023 £	2022 £
Net expenditure	(86,473)	11,714
Depreciation of tangible assets	5,031	4,511
Loss on disposal of tangible assets	109	184
Decrease/(Increase) in debtors	1,096	(7,440)
Increase/(Decrease) in creditors	28,513	9,028
Bank interest receivable	(568)	(385)
Net cash (Outflow)/Inflow from operating activities	(52,292)	17,612

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2023

14. Operating lease commitments

At 31 March 2023, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	2023	2022
	£	£
Within 1 year	104,511	103,634
Between 2 to 5 years	401,909	105,427

15. Related parties

During the year, nursery fees paid by the Trustees totalled £34,810 (2022: £41,989).

16. Company limited by guarantee

Every trustee promises, if the Charity is dissolved while he or she is a member, or within twelve months after he or she ceases to be a member, to contribute such sum (not exceeding £10) as may be demanded of him or her towards the payment of the debts and liabilities of the Charity incurred before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Accounts

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2022

*Charity number 1130383
Company number 06777508*

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

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ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

Administrative information

Trustees

Susanne Traudt (Chairperson)

James Rickard (Deputy-Chairperson) (Treasurer February 2020 to August 2021)

Elinor Wilkes (Treasurer) (appointed 16 August 2021)

Thomas Wood (appointed 30 August 2021)

Gillian Walley (appointed 22 April 2021)

Holly Marshall

Peter Ames (resigned 2 September 2021)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Auditors

Lubbock Fine LLP

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Registered Office

39 Crosby Row,

London,

SE1 3YD

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

The Trustees present their report and the audited financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19th December 2008 and registered as a Charity on 26th June 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £10.

Recruitment and appointment of directors

The directors of the company are also Charity Trustees for the purposes of Charity law. Under the requirements of the Memorandum and Articles of Association, directors are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. All directors give their time voluntarily and receive no benefits from the Charity. Due to the nature of the Charity's work, there is particular focus upon the welfare of young children. The directors seek to ensure that the best interests of the charity and ultimately the children served by the charity are appropriately reflected through the diversity of the Trustee body. The more traditional business skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Board. In the event that a new member joins the Board there is no formal induction process. The training requirements of Board members are assessed periodically on a case by case basis, however mandatory training is uniformly undertaken.

Organisational structure

The Charity has a Board of Directors which meets periodically throughout the year and is responsible for the strategic direction and policy of the Charity, including the approval of budgets and the exercising of financial controls. At present, the Board has six members from a variety of professional backgrounds, and each takes a nominal lead role across specific areas e.g., operational support, comms and marketing, maintenance, parent liaison.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Nursery Manager. The finance function is externally contracted to a firm of accountants. The Nursery Manager is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Nursery Manager has responsibility for the day-to-day operational management of the nursery, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice. The performance and remuneration of the Nursery Manager is reviewed in the context of certain mutually agreed metrics each year by a sub-committee of the Board.

Risk Management

The Board reviews on an annual basis the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients and visitors to the nursery. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

Whilst the impact of COVID-19 during April 2021 to March 2022 has not been as severe as the previous year, potential risks associated with surge periods (Omicron) in relation to staff sickness and pre-school childcare provision have been closely monitored. In addition, financial implications of potential closures was

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

understood (building on scenario modelling from the previous year) and closely monitored throughout the year to allow for mitigations to be enacted if required.

Mission, Purpose and Objectives

The Charity reviews the aims, objectives and activities each year. This review looks at what has been achieved and the outcomes of work in the prior period. The review looks at the success of each key activity and the benefits they have brought to those groups of people the Charity is set up to help. The review also helps the Board ensure the aims, objectives and activities remained focused on the Charity's stated purposes.

Our Mission

To provide accessible, responsive childcare and related services to the local community (predominantly London, SE1). This aim is incorporated in a motto, namely, "Families working together for their own and each other's children".

Our Charitable Purpose

We aim to provide childcare of the highest standard, including affordable and vulnerable places, to families living and working in the local community.

Our Objectives

The Charity's objectives are:

- To enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;
- To provide activities to enhance parental skills and child development; and
- To provide advice and assistance to families in relation to the costs of childcare.

The Charity recognises that its financial position must be sound and secure and that its activities should be managed with a view to at least breaking even each year.

Public benefit

The Trustees have referred to the Charity Commission guidance on public benefit in setting the aims and objectives of the Charity and its future plans.

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing two complementary activities in the year to 31 March 2022. Firstly, the core activity of the Charity is to provide high quality early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. The Trustees are satisfied that the Charity performed adequately well during the period under review considering each of their objectives, with a view to focusing on the core objectives of the charity.

Review of the year

This year has shown an increase in incoming resources for the Charity. Revenue from restricted and unrestricted sources increased by some £42,215 (2021: £56,604 decrease). The balance of restricted reserves of the Charity increased by £943 (2021: £42) whereas unrestricted reserves increased by £10,771 (2021: £68,061 decrease). Our unrestricted reserves at the end of the financial year were £89,278 (2021: £78,507).

Overall review of the Charity's performance

The Trustees are reasonably satisfied with the Charity's overall performance during the year under review. Income from charitable activities increased and occupancy levels achieved were broadly consistent with the Charity's operating targets.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

Whilst the health impact of COVID-19 has been less than the previous financial year (and with fewer closures), there were infection rate surges that impacted the nursery through sickness and general fatigue. This, combined with an industry wide challenge to fill vacancies, limited the occupancy targets that could be achieved, therefore reducing income, and also created a reliance on agency fill at higher costs. Management and the Trustees worked hard to recruit to key roles and to mitigate risks associated with vacancies, preserving early years staffing ratios, and to ensure the safety and well-being of staff and children.

Three new Trustees were appointed in summer 2021 which has helped to bolster the Board skills, capability and capacity, and overall parent satisfaction remains high.

Financial Review

The Trustees are satisfied that the underlying financial performance of the Charity remains robust. Overall average occupancy increased to 68% (2021: 61%). The fee rates were increased modestly with effect from 1 January 2022, and the terms and conditions reviewed to tighten certain policy aspects pertaining to seasonal fluctuation. Going forward there will be an annual review of fees, which has been communicated to parents, taking into account local comparators to ensure competitiveness. The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year. In addition, the necessity to use agency staff and also recruitment agencies both with associated higher costs has impacted negatively on pay budgets.

In-year impact from COVID-19 was less than the previous year, however the Board had previously modelled various scenarios to be satisfied that the nursery would be able to survive a period of reduced revenues if it was forced to close through a combination of a reduction in operating costs and managing use of the cash reserves. The financial position of the nursery was closely tracked during the year, with efforts to minimise spend where appropriate, and avoid closures.

Work is ongoing to bring the nursery back to pre-covid occupancy levels and the Charity has seen demand begin to return with the number of families living in the Arc's catchment area increasing. However, the Arc has experienced significant recruitment challenges (seen industry wide) which has negatively impacted on the ability to increase occupancy levels and service the demand.

Fundraising activities

The Charity received the following grants during the year. All restricted grants have been or will be used for the purposes for which they were given.

Southwark Council – Restricted grant	
For 'Deprivation funding'	£4,783 (2021: £5,742)
Southwark Council – Restricted grant	
Early Years Pupil Premium	£nil (2021: £nil)
Southwark Council – Restricted grant	
Early Years SEND Inclusion Fund	£198 (2021: £198)
Southwark Council – Restricted grant	
COVID-19 Community Fund	£nil (2021: £1,000)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month's budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £377,036 (2021: £340,201). For the year ended 31 March 2022, the Charity's free reserves stood at £89,278 (2021: £78,507). The Trustees acknowledge that the level of free reserves available to the Charity have significantly declined in recent years and must be rebuilt as a matter of priority. For the year ended 31 March 2022, the Charity's restricted funds stood at £985 (2021: £42).

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(Limited by Guarantee)

for the year ended 31 March 2022

Investment policy

The Charity maintains its banking facilities with C. Hoare & Co., 37 Fleet Street, London, EC4P 4DQ. All surplus funds are maintained in short and long term deposits held with its main bankers.

Future plans

Following inspection by OFSTED in July and December 2018, at which the rating of the nursery was held to be 'inadequate', a robust plan of improvement was implemented, duly led by a new management team at the nursery. The new management team has been supported by the Trustees and the Local Authority throughout this improvement plan and the necessary changes to practice and procedure were acknowledged by OFSTED at the review meeting in May 2019, at which time the nursery's rating was amended from 'inadequate' to 'good'. The nursery management team and Trustees remain committed to maintaining the current 'good' rating while aiming to be 'outstanding' at the next OFSTED review meeting.

COVID-19 impact on charitable activities April 2021 onwards and risk mitigation

Initially during the government-imposed closure of the nursery, the Charity was unable to provide early years education and care in the nursery setting with the exception of keyworkers' children. However, staff continued to maintain contact with the guardians of affected children throughout the period to provide support. Gratefully during the financial year April 2021 to March 2022, the impact of COVID-19 lessened due to a national wide vaccine programme coupled with continued restrictions to a greater or lesser extent as variants emerged.

The Board worked closely with the management team to ensure that The Arc acted appropriately to ensure the safety of the staff and children throughout the year, and to take advantage of government financial support available. A key aim for the Board was to strive to avoid closures of The Arc as long as there were safe staffing ratios, and the children and parents were benefitting.

Whilst occupancy levels remained lower than pre pandemic, the nursery was able to operate throughout the year, and the Board with management monitored and discussed the COVID-19 risks on a regular basis.

The Trustees and management team will continue to further develop the nursery's operating plan to keep pace with the evolving landscape to deliver safe pre-school education in line with changing government guidance on operating a Covid secure environment.

Auditors

Lubbock Fine have indicated their willingness to continue in office. They are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

Trustees' Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

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for the year ended 31 March 2022

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The financial statements and this report have been prepared in accordance with current legislation and the statement of recommended practice "Accounting and Reporting by Charities" (January 2019).

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard 102.

These accounts were approved by the Board on..... and signed on their behalf by:

.....
Elinor Wilkes
Treasurer

COMPANY NUMBER: 06777508

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

OPINION

We have audited the financial statements of Arc Community Trustees (the 'Charitable Company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Cash Flow Statement and the related notes. 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 March 2022 and of its incoming resources and application of resources, 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 United Kingdom, including the Financial Reporting Council'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 when the financial statements are authorised for issue.

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

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. 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.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

OPINION 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.
- 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Charitable Company for the purposes of company law) 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.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- The nature of the sector and the impact of Covid 19 on financial and operating performance and policies;
- Enquiries of management, including obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance of laws and regulations.
- Discussions among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. The engagement team includes audit partners and staff who have extensive experience of working with charities in similar sectors and this experience was relevant to the discussion about where fraud risks might arise.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charities SORP 2019, FRS 102 and Ofsted regulations.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty.

As a result of these procedures, we considered the particular areas that were susceptible to misstatement due to irregularity, including fraud were in respect of income recognition, management override, going concern and non-compliance with Ofsted regulations. Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management concerning actual and potential litigation and claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reading minutes of meetings of those charged with governance;
- Reviewing income recognition on a sample basis to identify any cut off errors or the incorrect recognition and classification of grant income;
- In addressing the risk of fraud through management override of controls; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the rationale of any significant transactions that are unusual or outside the normal course of the charity's operations;
- Detailed reviews and challenge of cash forecasts prepared by management covering a period of at least one year from the signing of the audit report;
- Enquiring of management regarding non-compliance with Ofsted regulations and corroborating with Ofsted register filings.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2022

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' 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.

David Chandra (Senior Statutory Auditor)
for and on behalf of
Lubbock Fine LLP
Chartered Accountants & Statutory Auditors
Paternoster House
65 St Paul's Churchyard
London
EC4M 8AB

Date:

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2022

		2022	2022	2022	2021	2021	2021
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	-	-	-	200	200
Charitable activities		1,100	706,889	707,989	-	597,389	597,389
Grants		4,981	2,408	7,389	6,940	67,960	74,900
Other trading activities		-	385	385	-	1,059	1,059
Total income	2	6,081	709,682	715,763	6,940	666,608	673,548
Expenditure on:							
Charitable activities		5,155	698,894	704,049	6,898	734,669	741,567
Total charitable expenditure	3	5,155	698,894	704,049	6,898	734,669	741,567
Transfers between funds	12	17	(17)	-	-	-	-
Net income / (expenditure) for the year		943	10,771	11,714	42	(68,061)	(68,019)
Total funds brought forward		42	78,507	78,549	-	146,568	146,568
Funds at the end of the year	12	985	89,278	90,263	42	78,507	78,549

There were no recognised gains or losses other than the surplus reported for the financial year.

The net movements in funds for the year derived from the charity's continuing activities.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Balance Sheet

As at 31 March 2022

	Notes	£	2022 £	2021 £
Fixed assets				
Tangible fixed assets	7		<u>9,575</u>	<u>1,145</u>
Current assets				
Debtors	8	43,910		36,470
Cash at bank and in hand		<u>157,704</u>		<u>152,832</u>
		201,614		189,302
Creditors: amounts falling due within one year	9	<u>120,926</u>		<u>111,898</u>
Net current assets / (liabilities)			<u>80,688</u>	<u>77,404</u>
Net assets	12		<u>90,263</u>	<u>78,549</u>
Funds	12			
Restricted funds			985	42
Unrestricted funds			<u>89,278</u>	<u>78,507</u>
Total funds			<u>90,263</u>	<u>78,549</u>

The notes on pages 15 to 22 form a part of these financial statements.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard 102 (FRS 102).

The financial statements were approved by the Board and authorised for distribution on
and signed on its behalf by:

.....
Elinor Wilkes
Treasurer

Company number 06777508

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Cash Flow Statement

for the year ended 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Net cash provided / (used) by operating activities	13		<u>17,612</u>		<u>(95,465)</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		(13,125)		(1,082)	
Bank interest receivable		<u>385</u>		<u>1,059</u>	
Net cash used by investing activities			(12,740)		(23)
Change in cash and cash equivalents in the reporting period			<u>4,872</u>		<u>(95,488)</u>
Cash and cash equivalents at the beginning of the reporting period			152,832		248,320
Cash and cash equivalents at the end of the reporting period			<u>157,704</u>		<u>152,832</u>

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

1. Accounting policies

- a) These financial statements have been prepared on a going concern basis, under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit company for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the audit report in the financial statements. In particular the trustees have considered the charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. It is important to note that future developments around the ongoing Covid-19 pandemic such as restrictions requiring the part closure of the nursery and level of available government support schemes, may impact the forecasts and cannot be fully predicted. In addition, the Charity is likely to be impacted by inflation generally over the coming year. However the Trustees believe that the Charity has sufficient reserves to continue operating as a going concern. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The following principal accounting policies have been adopted in preparing the financial statements.

- b) Incoming resources include the total amount of grants, voluntary income and nursery fees receivable and are recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue and capital grants are accounted for gross when notification is received. Where the grants specify the time period they relate to, they are recognised as income in that period. Other grants are recognised as income when received.
- c) Resources expended are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.
- d) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Incoming resources from charitable activities	90.0%
Governance and support	10.0%

- e) Governance and support costs include the management of the Charity's assets, organisation and management, and compliance with constitutional and statutory requirements. The only governance costs included in the accounts relate to audit fees as disclosed in note 4.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

- f) Individual fixed assets costing £100 or more are capitalised at cost and are depreciated over their estimated useful economic life. The depreciation rates in use are as follows:

Office equipment	25% straight line
Fixtures and fittings	25% straight line
Leasehold improvements	Over the lease term
Leasehold improvements (additional)	Over 3 years

- g) Unrestricted funds comprise accumulated surpluses of general funds and these are available for use at the discretion of the Trustees in the furtherance of the general charitable objectives of the Charity.
- h) Restricted funds are those that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by donors or when funds are raised for particular restricted purposes.
- i) Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.
- j) Cash at bank and cash in hand include funds available to the Charity immediately in current and deposit accounts and petty cash.
- k) Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.
- l) The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost.
- m) ARC Community Trustees provides all employees access to a designated stakeholder pension scheme. Contributions made by the employee are matched by the company up to a maximum of 6% of the employee's annual salary.
- n) Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

2. Total income

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Unrestricted £	2021 Restricted £	2021 Total £
Donations						
<i>Parent donation</i>	-	-	-	200	-	200
Charitable activities						
<i>Nursery school fees</i>	706,889	-	706,889	597,389	-	597,389
<i>Workplace Nursery Scheme Contributions</i>	-	1,100	1,100	-	-	-
Grants						
<i>Southwark Council deprivation funding</i>	-	4,783	4,783	-	5,742	5,742
<i>Southwark Council Early Years Pupil Premium</i>	-	-	-	-	-	-
<i>Southwark Council Early Years SENDIF funding</i>	-	198	198	-	198	198
<i>Southwark Council COVID-19 Community Fund</i>	-	-	-	-	1,000	1,000
<i>COVID-19 Furlough grant</i>	2,408	-	2,408	67,960	-	67,960
Other trading activities						
<i>Bank interest receivable</i>	385	-	385	1,059	-	1,059
Total income	709,682	6,081	715,763	666,608	6,940	673,548

During the year, the nursery received 'Deprivation funding' in respect of children aged under five years of age, who on the relevant headcount day, were eligible to receive free nursery education at the charity's main nursery setting. The eligibility criteria are set by Southwark Council and the grant is based on information submitted to the Council. The charity provided free early years education to all such eligible pupils.

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2022 Total £	2021 Total £
Direct costs	103,235	5,040	-	108,275	141,997
Staff costs (See Note 5)	394,294	-	6,459	400,753	410,464
Nursery occupancy costs	123,779	115	-	123,894	125,389
Other operating charges	32,771	-	33,845	66,616	60,795
Depreciation (See Note 7)	4,511	-	-	4,511	2,922
Total resources expended	658,590	5,155	40,304	704,049	741,567

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2021 Total £
Direct costs	135,099	6,898	-	141,997
Staff costs (See Note 5)	403,779	-	6,685	410,464
Nursery occupancy costs	125,389	-	-	125,389
Other operating charges	26,240	-	34,555	60,795
Depreciation (See Note 4)	2,922	-	-	2,922
Total resources expended	693,429	6,898	41,240	741,567

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

4. Net outgoing resources for the year

This is stated after charging:

	2022 £	2021 £
Depreciation	4,511	2,922
Auditors' remuneration:		
Current year	6,600	6,000
Operating lease payments	103,634	103,425

5. Staff costs and numbers

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	370,682	380,940
Social security costs	20,866	21,010
Pension contributions	9,205	8,514
	400,753	410,464

None of the employees earned over £60,000 during the year.

The average weekly number of employees analysed by activity was as follows:

	Headcount method 2022 No.	Full-time equivalent 2022 No.	Full-time equivalent 2021 No.
Teaching staff	21	16	18
Governance and support	4	3	3
	25	19	21

A number of volunteers assist with the activities of the Charity. As these volunteers are not employed by the charity, they are not included in the above note.

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £48,664 (2021: £47,184) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £186 (2021: £nil)

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

6. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2021	248,297	13,632	40,386	19,529	321,844
Additions in the year	-	10,325	-	2,800	13,125
Disposals in the year	-	-	-	(368)	(368)
At 31 March 2022	248,297	23,957	40,386	21,961	334,601
DEPRECIATION					
At 1 April 2021	248,297	13,632	40,268	18,502	320,699
Charge for the year	-	3,441	39	1,031	4,511
On disposals	-	-	-	(184)	(184)
At 31 March 2022	248,297	17,073	40,307	19,349	325,026
NET BOOK VALUE					
At 31 March 2022	-	6,884	79	2,612	9,575
At 31 March 2021	-	-	118	1,027	1,145

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

**Notes to the financial statements
for the year ended 31 March 2022****8. Debtors**

	2022 £	2021 £
Trade debtors	3,325	4,773
Prepayments and accrued income	38,030	30,359
Other debtors	2,555	1,338
	<u>43,910</u>	<u>36,470</u>

9. Creditors : amounts falling due within one year

	2022 £	2021 £
Trade creditors	20,328	14,072
Other creditors including taxation and social security	83,986	85,900
Accruals	16,612	11,926
	<u>120,926</u>	<u>111,898</u>

10. Analysis of net assets between funds - current year

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	9,575	9,575
Net current assets	985	79,703	80,688
Net assets at 31 March 2022	<u>985</u>	<u>89,278</u>	<u>90,263</u>

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Analysis of net assets between funds - prior year			
Tangible fixed assets	-	1,145	1,145
Net current assets	42	77,362	77,404
Net assets at 31 March 2021	<u>42</u>	<u>78,507</u>	<u>78,549</u>

11. Financial instruments

	2022 £	2021 £
Financial Assets measured at amortised cost	6,370	7,680
Financial Liabilities measured at amortised cost	115,988	106,554

Financial Assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial Liabilities measured at amortised cost comprise of trade creditors, other creditors and accruals.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

12. Movements in funds

	At 1 April 2021 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2022 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	4,783	(4,783)	-	-
Southwark Council - Early Years SENDIF funding *2	42	198	(257)	17	-
Southwark Council - EYPP funding *3	-	-	-	-	-
Southwark Council COVID-19 - Community Fund *4	-	-	-	-	-
Workplace Nursery Scheme Contributions*5	-	1,100	(115)	-	985
Total restricted funds	42	6,081	(5,155)	17	985
General fund	78,507	709,682	(698,894)	(17)	89,278
Total unrestricted funds	78,507	709,682	(698,894)	(17)	89,278
Total funds	78,549	715,763	(704,049)	-	90,263

	At 1 April 2020 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2021 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	5,742	(5,742)	-	-
Southwark Council - Early Years SENDIF funding *2	-	198	(156)	-	42
Southwark Council - EYPP funding *3	-	-	-	-	-
Southwark Council COVID-19 - Community Fund *4	-	1,000	(1,000)	-	-
Total restricted funds	-	6,940	(6,898)	-	42
General fund	146,568	666,608	(734,669)	-	78,507
Total unrestricted funds	146,568	666,608	(734,669)	-	78,507
Total funds	146,568	673,548	(741,567)	-	78,549

*1. Additional funding provided by Southwark Council to support children from deprived families.

*2. Funding provided by Southwark Council to support children with special educational needs.

*3. Funding provided by Southwark Council to support educational development of 3-4 years old children from deprived backgrounds.

*4. Funding provided by Southwark Council to support children with special educational needs during COVID-19 first lockdown.

*5. Contributions made by Workplace Nursery Schemes.

13. Reconciliation of net expenditure to net cash provided by operating activities

	2022 £	2021 £
Net expenditure	11,714	(68,019)
Depreciation of tangible assets	4,511	2,922
Loss on disposal of tangible assets	184	-
Decrease/(Increase) in debtors	(7,440)	14,944
(Decrease)/Increase in creditors	9,028	(44,253)
Bank interest receivable	(385)	(1,059)
Net cash inflow/(Outflow) from operating activities	17,612	(95,465)

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2022

14. Operating lease commitments

At 31 March 2022, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	2022	2021
	£	£
Within 1 year	103,634	103,425
Between 2 to 5 years	105,427	209,061

15. Related parties

During the year, nursery fees paid by the Trustees totalled £41,989 (2021: £49,349).

16. Company limited by guarantee

Every trustee promises, if the Charity is dissolved while he or she is a member, or within twelve months after he or she ceases to be a member, to contribute such sum (not exceeding £10) as may be demanded of him or her towards the payment of the debts and liabilities of the Charity incurred before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Accounts

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2021

Charity number 1130383

Company number 06777508

Trustees Annual Report
ARC COMMUNITY TRUSTEES
(Limited by Guarantee)
for the year ended 31 March 2021

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Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

Administrative information

Trustees

Susanne Traudt (Chairman) - (appointed 18 November 2020)
James Rickard (Deputy-Chairman) (treasurer February 2020 to August 2021)
Elinor Wilkes (Treasurer) (appointed 16 August 2021)
Thomas Wood (appointed 30 August 2021)
Gillian Walley (appointed 22 April 2021)
Holly Marshall (appointed 7 January 2021)
Peter Ames (resigned 2 September 2021)
Emilie Schmidlechner (resigned 25 January 2021)
Susan McGuinness (resigned 14 September 2020)
Anna Nicol (resigned 14 July 2020)
Marie Gaffuri (resigned 29 July 2020)
Karen O' Connor (resigned 1 May 2020)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Auditors

Lubbock Fine LLP
Paternoster House
65 St Paul's Churchyard
London
EC4M 8AB

Registered Office

39 Crosby Row,
London,
SE1 3YD

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

The Trustees present their report and the audited financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

The organisation is a charitable company limited by guarantee, incorporated on 19th December 2008 and registered as a Charity on 26th June 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are each required to contribute an amount not exceeding £10.

Recruitment and appointment of directors

The directors of the company are also Charity Trustees for the purposes of Charity law. Under the requirements of the Memorandum and Articles of Association, directors are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting. All directors give their time voluntarily and receive no benefits from the Charity. Due to the nature of the Charity's work, there is particular focus upon the welfare of young children. The directors seek to ensure that the best interests of the charity and ultimately the children served by the charity are appropriately reflected through the diversity of the Trustee body. The more traditional business skills are well represented on the Board. In an effort to maintain this broad skill mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirement, individuals are approached to offer themselves for election to the Board. In the event that a new member joins the Board there is no formal induction process. The training requirements of Board members are assessed periodically on a case by case basis.

Organisational structure

The Charity has a Board of Directors which meets periodically throughout the year and is responsible for the strategic direction and policy of the Charity, including the approval of budgets and the exercising of financial controls. At present, the Board has six members from a variety of professional backgrounds.

A scheme of delegation is in place and day to day responsibility for the provision of the services rests with the Nursery Manager. The finance function is externally contracted to a firm of accountants. The Nursery Manager is responsible for ensuring that the Charity delivers the services specified and that key performance indicators are met. The Nursery Manager has responsibility for the day to day operational management of the nursery, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice. The performance and remuneration of the Nursery Manager is reviewed in the context of certain mutually agreed metrics each year by a sub-committee of the Board.

Risk Management

The Board reviews on an annual basis the major risks to which the Charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the Charity faces. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with Health and Safety of staff, volunteers, clients and visitors to the nursery. These procedures are periodically reviewed to ensure that they continue to meet the needs of the Charity.

The impact of COVID-19 as the pandemic developed, was monitored by the Board and potential risk identified relating to provision of pre-school childcare, financial and health and safety for staff and families. Contingency plans were then developed to model a number of scenarios to ensure the Charity was able to survive in challenging conditions if lockdowns were brought in place as were seen in other parts of the world, while maintaining a basic level of continued support for the children and families served by the Charity.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

Mission, Purpose and Objectives

We review our aims, objectives and activities each year. This review looks at what we achieved and the outcomes of our work in the prior period. The review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aims, objectives and activities remained focused on our stated purposes.

Our Mission

To provide accessible, responsive childcare and related services to the local community (predominantly London, SE1). This aim is incorporated in a motto, namely, "Families working together for their own and each other's children".

Our Charitable Purpose

We aim to provide childcare of the highest standard, including affordable and vulnerable places, to families living and working in the local community.

Our Objectives

The Charity's objectives are:

- To enhance the development and education of children, principally below statutory school age, by providing childcare and early learning for children and families;
- To provide activities to enhance parental skills and child development; and
- To provide advice and assistance to families in relation to the costs of childcare.

The Charity recognises that its financial position must be sound and secure and that its activities should be managed with a view to at least breaking even each year.

Public benefit

The Trustees have referred to the Charity Commission guidance on public benefit in setting the aims and objectives of the Charity and its future plans.

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing two complementary activities in the year to 31 March 2021. Firstly, the core activity of the Charity is to provide excellent early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. The Trustees are satisfied that the Charity performed adequately well during the period under review considering each of their objectives, with a view to focusing on the two core objectives of the charity.

Review of the year

This year has shown a decrease in incoming resources for the Charity. Revenue from restricted and unrestricted sources decreased by some £56,604 (2020: £76,827). The balance of restricted reserves of the Charity increased by £42 (2020: £nil) whereas unrestricted reserves decreased by £68,061 (2020: £87,104). Our unrestricted reserves at the end of the financial year were £78,507 (2020: £146,568).

Overall review of the Charity's performance

The Trustees are reasonably satisfied with the Charity's overall performance during the year under review. Income from charitable activities decreased slightly however occupancy levels achieved were broadly consistent with the Charity's operating targets and the Charity was also able to provide an increased number of subsidised places to children with particular needs. In addition, the charity supported the childcare setting operated at St Hugh's Church (London SE1) until July 2019 (at which time the St Hugh's venture was suspended).

The impact of COVID-19 as the pandemic developed was monitored by the Board and contingency plans developed to model a number of scenarios to ensure the Charity is able to survive in challenging conditions if lockdowns were reinstated including temporary closure of the nursery.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

Financial Review

The Trustees are satisfied that the underlying financial performance of the Charity remains robust. Overall average occupancy decreased to 61% (2020: 75%). The fee rates were increased modestly with effect from 1 September 2019. The fee structure is currently undergoing a review, taking into account local comparators to ensure competitiveness, but to reflect a two year period of no increases. The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year.

In-year impact from COVID-19 was minimal, however the Board had modelled various scenarios to be satisfied that the nursery would be able to survive a period of reduced revenues if it was forced to close through a combination of a reduction in operating costs and managing use of the cash reserves.

Work is ongoing to bring the nursery back to pre-covid occupancy levels and this is anticipated to take around two years as the number of families living in the ARC's catchment area come back up to pre-covid levels.

Fundraising activities

The Charity received the following grants during the year. All restricted grants have been or will be used for the purposes for which they were given.

Southwark Council – Restricted grant For 'Deprivation funding'	£5,742 (2020: £6,224)
Southwark Council – Restricted grant Early Years Pupil Premium	£nil (2020: £286)
Southwark Council – Restricted grant Early Years SEND Inclusion Fund	£198 (2020: £nil)
Southwark Council – Restricted grant COVID-19 Community Fund	£1,000 (2020: £nil)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month's budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £340,201 (2020: £436,798). For the year ended 31 March 2021, the Charity's free reserves stood at £78,507 (2020: £146,568). The Trustees acknowledge that the level of free reserves available to the Charity have significantly declined in the period and must be rebuilt as a matter of priority. For the year ended 31 March 2021, the Charity's restricted funds stood at £42 (2020: £nil). The COVID-19 pandemic and government measures to control the outbreak will have a short term negative impact on the reserves of the nursery due to temporary restrictions on the number of places open for children of key workers and vulnerable children, while also supporting staff placed on furlough leave.

Investment policy

The Charity maintains its banking facilities with C. Hoare & Co., 37 Fleet Street, London, EC4P 4DQ. All surplus funds are maintained in short and long term deposits held with its main bankers.

Future plans

Following inspection by OFSTED in July and December 2018, at which the rating of the nursery was held to be 'inadequate', a robust plan of improvement was implemented, duly led by a new management team at the nursery. The new management team has been supported by the Trustees and the Local Authority throughout this improvement plan and the necessary changes to practice and procedure were acknowledged by OFSTED at the review meeting in May 2019, at which time the nursery's rating was amended from 'inadequate' to 'good'. The nursery management team and Trustees remain committed to maintaining the current 'good' rating while aiming to be 'outstanding' at the next OFSTED review meeting, and have a plan for delivering this outcome.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

COVID-19 impact on charitable activities March 2020 onwards and risk mitigation

Initially during the government-imposed closure of the nursery, the Charity was unable to provide early years education and care in the nursery setting with the exception of keyworkers' children. However, staff continued to maintain contact with the guardians of affected children throughout the period to provide support.

Keyworkers' children places were maintained throughout to support the country in making best efforts to minimise the impact of the COVID-19 pandemic in the UK.

The Board modelled the loss of revenues, reduction in cost base from the significantly reduced activity and took full advantage of all government financial support available. The remaining shortfall was covered by voluntary payments from parents, despite the fact that their children were not attending the nursery. This resulted in a small residual operating loss over the period late March to early July 2020.

Mitigation during initial lockdown period:

- Request freeze of rent costs
- Furlough of staff surplus to operational requirements
- Reduction in all variable costs
- Requesting voluntary contributions from parents equal to 25% of their normal monthly fee to bring the nursery to a near breakeven position

The Trustees and management team will continue to further develop the nursery's operating plan to keep pace with the evolving landscape to deliver safe pre-school education in line with changing government guidance on operating a Covid secure environment.

Once stability and understanding of the new operating conditions in the peri-Covid environment are better understood, a revision in the current fee structure is planned to support the nursery to remain sustainable for the future.

Auditors

Lubbock Fine have indicated their willingness to continue in office. They are deemed to be reappointed in accordance with section 487(2) of the Companies Act 2006.

Trustees' Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and accounting estimates that are reasonable and prudent;
- 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 are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustees Annual Report

ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- That Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The financial statements and this report have been prepared in accordance with current legislation and the statement of recommended practice "Accounting and Reporting by Charities" (January 2019).

These financial statements have been prepared in accordance with the special provisions available to small companies under Part 15 of the Companies Act 2006 and the Financial Reporting Standard 102.

These accounts were approved by the Board on Dec 17, 2021 and signed on their behalf by:

James Rickard

James Rickard (Dec 17, 2021 12:26 GMT)

James Rickard - Deputy Chairman**

**Treasurer (for the period this report covers)

COMPANY NUMBER: 06777508

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

OPINION

We have audited the financial statements of Arc Community Trustees (the 'Charitable Company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Cash Flow Statement and the related notes. 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 March 2021 and of its incoming resources and application of resources, 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 United Kingdom, including the Financial Reporting Council'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 when the financial statements are authorised for issue.

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

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. 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.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

OPINION 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.
- 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; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Charitable Company for the purposes of company law) 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.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- The nature of the sector and the impact of Covid 19 on financial and operating performance and policies;
- Enquiries of management, including obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks related to fraud or non-compliance of laws and regulations.
- Discussions among the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. The engagement team includes audit partners and staff who have extensive experience of working with charities in similar sectors and this experience was relevant to the discussion about where fraud risks might arise.

We also obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on provisions of those laws and regulations that had direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, Charities SORP 2019, FRS 102 and Ofsted regulations.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charity's ability to operate or to avoid a material penalty.

As a result of these procedures, we considered the particular areas that were susceptible to misstatement due to irregularity, including fraud were in respect of income recognition, management override, going concern and non-compliance with Ofsted regulations. Our procedures to respond to risks identified included the following:

- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management concerning actual and potential litigation and claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reading minutes of meetings of those charged with governance;
- Reviewing income recognition on a sample basis to identify any cut off errors or the incorrect recognition and classification of grant income;
- In addressing the risk of fraud through management override of controls; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the rationale of any significant transactions that are unusual or outside the normal course of the charity's operations;
- Detailed reviews and challenge of cash forecasts prepared by management covering a period of at least one year from the signing of the audit report;
- Enquiring of management regarding noncompliance with Ofsted regulations and corroborating with Ofsted register filings.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2021

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.

David Chandra

David Chandra (Senior Statutory Auditor)

for and on behalf of

Lubbock Fine LLP

Chartered Accountants & Statutory Auditors

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Date: 17 December 2021

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2021

		2021	2021	2021	2020	2020	2020
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	200	200	-	-	-
Charitable activities		-	597,389	597,389	-	717,685	717,685
Grants		6,940	67,960	74,900	12,467	-	12,467
Other trading activities		-	1,059	1,059	-	-	-
Total income	2	6,940	666,608	673,548	12,467	717,685	730,152
Expenditure on:							
Charitable activities		6,898	734,669	741,567	12,467	804,789	817,256
Total charitable expenditure	3	6,898	734,669	741,567	12,467	804,789	817,256
Transfers between funds	12	-	-	-	-	-	-
Net (expenditure) / income for the year		42	(68,061)	(68,019)	-	(87,104)	(87,104)
Total funds brought forward		-	146,568	146,568	-	233,672	233,672
Funds at the end of the year	12	42	78,507	78,549	-	146,568	146,568

There were no recognised gains or losses other than the surplus reported for the financial year.

The net movements in funds for the year derived from the charity's continuing activities.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Balance Sheet

As at 31 March 2021

	Notes	£	2021 £	2020 £
Fixed assets				
Tangible fixed assets	7		<u>1,145</u>	<u>2,985</u>
Current assets				
Debtors	8	36,470		51,414
Cash at bank and in hand		<u>152,832</u>		<u>248,320</u>
		189,302		299,734
Creditors: amounts falling due within one year	9	<u>111,898</u>		<u>156,151</u>
Net current assets / (liabilities)			<u>77,404</u>	<u>143,583</u>
Net assets	12		<u><u>78,549</u></u>	<u><u>146,568</u></u>
Funds	12			
Restricted funds			42	-
Unrestricted funds			<u>78,507</u>	<u>146,568</u>
Total funds			<u><u>78,549</u></u>	<u><u>146,568</u></u>

The notes on pages 15 to 22 form a part of these financial statements.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard 102 (FRS 102).

Dec 17, 2021

The financial statements were approved by the Board and authorised for distribution on
and signed on its behalf by:

Elinor Wilkes

Elinor Wilkes (Dec 17, 2021 12:25 GMT)

Elinor Wilkes
Treasurer

Company number 06777508

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Cash Flow Statement

for the year ended 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Net cash used by operating activities	13		<u>(95,465)</u>		<u>(51,588)</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		(1,082)		(566)	
Bank interest receivable		<u>1,059</u>		<u></u>	
Net cash used by investing activities			(23)		(566)
Change in cash and cash equivalents in the reporting period			<u>(95,488)</u>		<u>(52,154)</u>
Cash and cash equivalents at the beginning of the reporting period			248,320		300,474
Cash and cash equivalents at the end of the reporting period			<u>152,832</u>		<u>248,320</u>

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

1. Accounting policies

- a) These financial statements have been prepared on a going concern basis, under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit company for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the audit report in the financial statements. In particular the Trustees have considered the charity's forecasts and projections. After making enquiries the Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. It is important to note that future developments around the ongoing Covid-19 pandemic such as restrictions requiring the part closure of the nursery and level of available government support schemes, may impact the forecasts and cannot be fully predicted. However the Trustees believe that the Charity has sufficient reserves to continue operating as a going concern for a period of at least one year from the signing of the audit report. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The following principal accounting policies have been adopted in preparing the financial statements.

- b) Incoming resources include the total amount of grants, voluntary income and nursery fees receivable and are recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Revenue and capital grants are accounted for gross when notification is received. Where the grants specify the time period they relate to, they are recognised as income in that period. Other grants are recognised as income when received.
- c) Resources expended are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefit will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. The Charity is not registered for VAT and its expenses are therefore inclusive of VAT which cannot be recovered.
- d) Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Incoming resources from charitable activities	90.0%
Governance and support	10.0%

- e) Governance and support costs include the management of the Charity's assets, organisation and management, and compliance with constitutional and statutory requirements. The only governance costs included in the accounts relate to audit fees as disclosed in note 4.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

- f) Individual fixed assets costing £100 or more are capitalised at cost and are depreciated over their estimated useful economic life. The depreciation rates in use are as follows:

Office equipment	25% straight line
Fixtures and fittings	25% straight line
Leasehold improvements	Over the lease term
Leasehold improvements (additional)	Over 3 years

- g) Unrestricted funds comprise accumulated surpluses of general funds and these are available for use at the discretion of the Trustees in the furtherance of the general charitable objectives of the Charity.
- h) Restricted funds are those that can only be used for restricted purposes within the objects of the Charity. Restrictions arise when specified by donors or when funds are raised for particular restricted purposes.
- i) Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.
- j) Cash at bank and cash in hand include funds available to the Charity immediately in current and deposit accounts and petty cash.
- k) Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.
- l) The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their amortised cost.
- m) ARC Community Trustees provides all employees access to a designated stakeholder pension scheme. Contributions made by the employee are matched by the company up to a maximum of 6% of the employee's annual salary.
- n) Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

2. Total income

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Unrestricted £	2020 Restricted £	2020 Total £
Donations						
<i>Parent donation</i>	200	-	200	-	-	-
Charitable activities						
<i>Nursery school fees</i>	597,389	-	597,389	717,685	-	717,685
Grants						
<i>Southwark Council deprivation funding</i>	-	5,742	5,742	-	6,224	6,224
<i>Southwark Council Early Years Pupil Premium</i>	-	-	-	-	286	286
<i>Southwark Council Early Years SENDIF funding</i>	-	198	198	-	-	-
<i>Southwark Council COVID-19 Community Fund</i>	-	1,000	1,000	-	-	-
<i>COVID-19 Furlough grant</i>	67,960	-	67,960	-	5,957	5,957
Other trading activities						
<i>Bank interest receivable</i>	1,059	-	1,059	-	-	-
Total income	666,608	6,940	673,548	717,685	12,467	730,152

During the year, the nursery received 'Deprivation funding' in respect of children aged under five years of age, who on the relevant headcount day, were eligible to receive free nursery education at the charity's main nursery setting. The eligibility criteria are set by Southwark Council and the grant is based on information submitted to the Council. The charity provided free early years education to all such eligible pupils.

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2021 Total £	2020 Total £
Direct costs	135,099	6,898	-	141,997	97,399
Staff costs (See Note 5)	403,779	-	6,685	410,464	498,272
Nursery occupancy costs	125,389	-	-	125,389	146,098
Other operating charges	26,240	-	34,555	60,795	67,237
Depreciation (See Note 7)	2,922	-	-	2,922	8,250
Total resources expended	693,429	6,898	41,240	741,567	817,256

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2020 Total £
Direct costs	90,889	6,510	-	97,399
Staff costs (See Note 5)	484,255	5,957	8,060	498,272
Nursery occupancy costs	146,098	-	-	146,098
Other operating charges	24,314	-	42,923	67,237
Depreciation (See Note 7)	8,250	-	-	8,250
Total resources expended	753,806	12,467	50,983	817,256

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

4. Net outgoing resources for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	2,922	8,250
Auditors' remuneration:		
Current year	6,000	5,400
Operating lease payments	100,000	107,575

5. Staff costs and numbers

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	380,940	459,131
Social security costs	21,010	27,796
Pension contributions	8,514	11,345
	410,464	498,272

None of the employees earned over £60,000 during the year.

The average weekly number of employees analysed by activity was as follows:

	Headcount method 2021 No.	Full-time equivalent 2021 No.	Full-time equivalent 2020 No.
Teaching staff	24	18	19
Governance and support	4	3	4
	28	21	23

A number of volunteers assist with the activities of the Charity. As these volunteers are not employed by the charity, they are not included in the above note.

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £47,184 (2020: £46,741) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £nil (2020: £nil)

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

6. Taxation

The Charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2020	248,297	13,632	40,229	18,604	320,762
Additions in the year	-	-	157	925	1,082
Disposals in the year	-	-	-	-	-
At 31 March 2021	248,297	13,632	40,386	19,529	321,844
DEPRECIATION					
At 1 April 2020	248,297	13,632	38,756	17,092	317,777
Charge for the year	-	-	1,512	1,410	2,922
On disposals	-	-	-	-	-
At 31 March 2021	248,297	13,632	40,268	18,502	320,699
NET BOOK VALUE					
At 31 March 2021	-	-	118	1,027	1,145
At 31 March 2020	-	-	1,473	1,512	2,985

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

8. Debtors

	2021 £	2020 £
Trade debtors	4,773	6,595
Prepayments and accrued income	30,359	38,655
Other debtors	1,338	6,164
	36,470	51,414

9. Creditors : amounts falling due within one year

	2021 £	2020 £
Trade creditors	14,072	49,963
Other creditors including taxation and social security	85,900	96,432
Accruals	11,926	9,756
	111,898	156,151

10. Analysis of net assets between funds - current year

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	1,145	1,145
Net current assets	42	77,362	77,404
Net assets at 31 March 2021	42	78,507	78,549

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Tangible fixed assets	-	2,985	2,985
Net current assets	-	143,583	143,583
Net assets at 31 March 2020	-	146,568	146,568

11. Financial instruments

	2021 £	2020 £
Financial Assets measured at amortised cost	7,680	12,979
Financial Liabilities measured at amortised cost	106,554	143,431

Financial Assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial Liabilities measured at amortised cost comprise of trade creditors, other creditors and accruals.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

12. Movements in funds

	At 1 April 2020 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2021 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	5,742	(5,742)	-	-
Southwark Council - Early Years SENDIF funding *2	-	198	(156)	-	42
Southwark Council - EYPP funding *3	-	-	-	-	-
Southwark Council COVID-19 - Community Fund *4	-	1,000	(1,000)	-	-
Total restricted funds	-	6,940	(6,898)	-	42
General fund	146,568	666,608	(734,669)	-	78,507
Total unrestricted funds	146,568	666,608	(734,669)	-	78,507
Total funds	146,568	673,548	(741,567)	-	78,549

	At 1 April 2019 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2020 £
Restricted funds					
Southwark Council - Deprivation funding *1	-	6,224	(6,224)	-	-
Southwark Council - Early Years SENDIF funding *2	-	-	-	-	-
Southwark Council - EYPP funding *3	-	286	(286)	-	-
COVID-19 Furlough grant *5	-	5,957	(5,957)	-	-
Total restricted funds	-	12,467	(12,467)	-	-
General fund	233,672	717,685	(804,789)	-	146,568
Total unrestricted funds	233,672	717,685	(804,789)	-	146,568
Total funds	233,672	730,152	(817,256)	-	146,568

*1. Additional funding provided by Southwark Council to support children from deprived families.

*2. Funding provided by Southwark Council to support children with special educational needs.

*3. Funding provided by Southwark Council to support educational development of 3-4 years old children from deprived backgrounds.

*4. Funding provided by Southwark Council to support children with special educational needs during COVID-19 first lockdown.

*5. Funding provided by UK Government under COVID-19 Job Retention Scheme (Furlough).

13. Reconciliation of net expenditure to net cash provided by operating activities

	2021 £	2020 £
Net expenditure	(68,019)	(87,104)
Depreciation of tangible assets	2,922	8,250
Decrease/(Increase) in debtors	14,944	(2,958)
(Decrease)/Increase in creditors	(44,253)	30,224
Bank interest receivable	(1,059)	-
Net cash (Outflow)/inflow from operating activities	(95,465)	(51,588)

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2021

14. Operating lease commitments

At 31 March 2021, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	Land and buildings	
	2021	2020
	£	£
Within 1 year	100,000	100,000
Between 2 to 5 years	200,000	300,000

15. Related parties

During the year, nursery fees paid by the Trustees totalled £49,349 (2020: £87,874).

16. Company limited by guarantee

Every trustee promises, if the Charity is dissolved while he or she is a member, or within twelve months after he or she ceases to be a member, to contribute such sum (not exceeding £10) as may be demanded of him or her towards the payment of the debts and liabilities of the Charity incurred before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.