

LITTLE ECHOES DAY NURSERY LTD

England & Wales · Charity number 1144850

Details

Other names	LITTLE ECHOES
Status	Registered
Legal form	Charitable company
Company number	07668404
Registered	2011-11-29
Register	View on the Charity Commission register

Contact

Address	Little Echoes Day Nursery Whitmoor Road Bagshot GU19 5QE
Phone	01276453113
Email	little.echoes@btconnect.com
Website	www.littleechoes.co.uk

Activities

Objects: TO ENHANCE THE DEVELOPMENT AND EDUCATION OF CHILDREN PRIMARILY UNDER STATUTORY SCHOOL AGE BY ENCOURAGING PARENTS TO UNDERSTAND AND PROVIDE FOR THE NEEDS OF THEIR CHILDREN THROUGH COMMUNITY GROUPS AND BY:(A) OFFERING APPROPRIATE PLAY, EDUCATION AND CARE FACILITIES, FAMILY LEARNING AND EXTENDED HOURS GROUPS, TOGETHER WITH THE RIGHT OF PARENTS TO TAKE RESPONSIBILITY FOR AND TO BECOME INVOLVED IN THE ACTIVITIES OF SUCH GROUPS, ENSURING THAT SUCH GROUPS OFFER OPPORTUNITIES FOR ALL CHILDREN WHATEVER THEIR RACE, CULTURE, RELIGION, MEANS OR ABILITY;(B) ENCOURAGING THE STUDY OF THE NEEDS OF SUCH CHILDREN AND THEIR FAMILIES AND PROMOTING PUBLIC INTEREST IN AND RECOGNITION OF SUCH NEEDS IN THE LOCAL AREAS.

Activities: Pre school education

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Surrey

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£730,140	£737,994	£645,856	22
2024-08-31	£685,462	£658,670	£653,710	23
2023-08-31	£603,978	£603,146	£626,918	23
2022-08-31	£489,765	£448,776	-	-
2021-08-31	£1,000,268	£444,620	£585,097	21
2020-08-31	£456,208	£508,067	-	-

Trustees

Name	Role	Appointed
DAWN BROWNE		2013-09-01
MARGARET JOANNA MAY BUICK		2011-11-29
MARK BARNED BROWN		2011-11-29

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED

31 AUGUST 2025

LITTLE ECHOES DAY
NURSERY LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 AUGUST 2025

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP
Bankers	HSBC Bank Plc Slough Berkshire SL1 1JF
Solicitors	Blaser Mills 40 Oxford Road High Wycombe Buckinghamshire HP11 2EE
Independent Examiner	Janice Matthews FCA Menzies LLP Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED

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TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2024 to 31 August 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child-care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child-care and any surplus funds are reinvested in the nursery (Little Echoes is a non-profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to negotiate the period of significant financial insecurity during the COVID crisis.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention is placed on maintaining this high quality of child-care, reflected in our strong reputation in the local community. The nursery's premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit and retain high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for more than 20 years, and a number of staff have 5 & 10 years' service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance.

Achievements and performance

The nursery owns its own premises in Bagshot and invests heavily in maintaining and improving these. The premises have ample indoor and outdoor space for the three age-groups catered for as well as a kitchen, office and staff room. The security of tenure of its own premises goes a long way to managing some of the uncertainties and risks to which such organisations are exposed. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive landlords.

Numbers of children attending the nursery remain robust, with the most popular times and days often over-subscribed. Most parents now reserve places for their children well in advance of their starting dates in order to ensure availability. The nursery largely relies on word-of-mouth to reach our potential market and seldom has need to advertise.

Recent changes in Government funding rules for pre-school children have resulted in up to 30 hours of free childcare being available for many families. This change became fully operational in autumn 2025 and was introduced in stages during 2024-25. This is resulting in a significant shift in the source of income for nurseries from individual families to government (administered in the case of Little Echoes by the County Council). Government determines the fee scales for the 30 hours of 'free childcare' with nurseries now dependent on what government judges to be adequate and fair hourly rates. Little Echoes recognises the financial benefit this brings to some families and has been keen to be supportive, despite significant uncertainty and a loss of financial independence for nurseries. The nursery has engaged fully with the new scheme and offers free hours for qualifying families, despite the Government's rates for some age groups being significantly lower than our own market rates. The small financial loss incurred in 2024-25 was in part due to these lower government rates and the lack of time for the nursery to adjust to these.

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

The nursery offers a wide range of activities to children based on its excellent facilities, including an all-weather indoor play area, well-equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients, several outdoor play areas and a sensory room. The site also has spacious staff room facilities. Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

Over the past year, a number of improvements have been undertaken, including further internal redecorations, purchase of kitchen appliances and a new bin store with associated paving. Further improvements to the building fabric and the replacement of life-expired fittings are planned for the current year.

The nursery was inspected by Ofsted during 2021 and achieved a 'Good' status. We are particularly proud of our catering and of our full-time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5-star Food Hygiene Award.

Financial review

2024-2025 continued to be impacted by the 'cost-of-living crisis' with the cost of food, utilities and asset maintenance continuing to rise at around 3%. In addition, changes to minimum wage legislation resulted in staff salary costs rising at well above the prevailing rate of inflation. This was compounded by the rise in employers' national insurance rates. The Trustees were aware of the impact of childcare costs on family finances and attempted to keep fee increases as low as possible. As noted above, the new government free-childcare scheme which came into force in the course of the year introduced considerable uncertainty to the process of financial planning as information on government sponsored hourly fee rates was relatively late in being made available to nurseries. As a result of these factors the nursery recorded a loss for the year of £7,854. This was on incomes of £730,140 and expenditure of £737,994. The nursery has savings of just over £360,000.

Little Echoes is planning maintain this surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis and recent inflationary pressures illustrate the type of unplanned events for which an element of financial and operational resilience is required.

The operating costs of the building are under regular review and our maintenance and renewal schedule is intended, in part, to ensure maximisation of the long-term asset value. We also aim to ensure that maintenance and renewal costs are broadly equivalent each year and to avoid extreme peaks and troughs of expenditure.

Demand for places continues at equivalent levels to previous years. Significant housing developments are underway in the catchment of the nursery and the Trustees are confident that the local market around Bagshot will generate a healthy demand for the high-quality services offered by Little Echoes and that the long-term future of the nursery remains secure.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of further rises in staffing costs and economic uncertainty. This reflects the fact that the nursery finances remain robust, despite rising staff and material costs, with a growing roll and continued enquiries about new places.

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high-quality child-care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book-keeper who oversees payroll and general management information. Trustees are appointed via a

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate. The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book-keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre-School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following a recent inspection.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on further improvements to the exterior facilities and general renewal of life-expired assets. We also recognise that some adaptations will be required to ensure smooth compliance with the Government's expanded scheme for subsidised childcare.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

Margaret Joanna May Buick

.....11007889008F465...
Mrs J Buick
(Trustee)

Date: 14-Apr-2026

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT EXAMINERS' REPORT

Independent Examiner's Report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 August 2025.

Responsibilities and Basis of Report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

This report is made solely to the Company's Trustees, as a body, 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 Company'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 Company and the Company's Trustees as a body, for my work or for this report.

DocuSigned by:

Signed: 634F24DE92A4471...

Dated: 16-Apr-2026

Janice Matthews FCA

Menzies LLP
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED
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STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 AUGUST 2025

	Note	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:				
Donations and legacies	3	149	149	1,097
Charitable activities	4	723,361	723,361	677,939
Investments	5	6,630	6,630	6,426
Total income		730,140	730,140	685,462
Expenditure on:				
Charitable activities		737,994	737,994	658,670
Total expenditure		737,994	737,994	658,670
Net movement in funds		(7,854)	(7,854)	26,792
Reconciliation of funds:				
Total funds brought forward		653,710	653,710	626,918
Net movement in funds		(7,854)	(7,854)	26,792
Total funds carried forward		645,856	645,856	653,710

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED
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REGISTERED NUMBER: 7668404

BALANCE SHEET
AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	456,838	468,148
		<u>456,838</u>	<u>468,148</u>
Current assets			
Cash at bank and in hand		362,735	373,302
		<u>362,735</u>	<u>373,302</u>
Current liabilities			
Creditors: amounts falling due within one year	11	(40,916)	(35,823)
		<u></u>	<u></u>
Net current assets		321,819	337,479
		<u></u>	<u></u>
Total assets less current liabilities		778,657	805,627
		<u></u>	<u></u>
Creditors: amounts falling due after more than one year	12	(132,801)	(151,917)
		<u></u>	<u></u>
Total net assets		<u>645,856</u>	<u>653,710</u>
		<u></u>	<u></u>
Charity funds			
Restricted funds	13	-	-
Unrestricted funds	13	645,856	653,710
		<u></u>	<u></u>
Total funds		<u>645,856</u>	<u>653,710</u>
		<u></u>	<u></u>

LITTLE ECHOES DAY NURSERY LIMITED
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BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2025

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

.....0FC13E5741714DF.....
Mr M Brown
Director
Date: 14-Apr-2026

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	22,318	57,988
Cash flows from investing activities		
Net cash provided by investing activities	-	-
Cash flows from financing activities		
Repayments of borrowing	(20,908)	(16,840)
Interest paid on loan	(11,977)	(17,007)
Net cash used in financing activities	(32,885)	(33,847)
Change in cash and cash equivalents in the year	(10,567)	24,141
Cash and cash equivalents at the beginning of the year	373,302	349,161
Cash and cash equivalents at the end of the year	362,735	373,302

The notes on pages 10 to 18 form part of these financial statements

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.6 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.7 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fundraising events	149	149	1,097
Total 2024	1,097	1,097	

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Nursery fees	723,361	723,361	677,939
Total 2024	677,939	677,939	

5. Deposit interest

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Investment income	6,630	6,630	6,426
Total 2024	6,426	6,426	

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Provision of Nursery Education	710,544	27,450	737,994

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Provision of Nursery Education 2025 £	Total funds 2025 £	Total funds 2024 £
Staff costs	582,759	582,759	514,191
Depreciation	11,310	11,310	12,006
Rates & Water	8,754	8,754	4,383
Light & Heat	25,153	25,153	26,330
Repairs & Maintenance	15,470	15,470	12,562
Insurance	13,481	13,481	4,617
Motor Vehicle expenses	366	366	-
Telephone	1,381	1,381	1,257
Expendable equipment, trips & consumables	13,572	13,572	17,997
Training	1,449	1,449	1,616
Subscriptions	2,696	2,696	2,501
Food costs	23,092	23,092	22,337
Advertising	1,165	1,165	1,401
Sundry expenses	935	935	2,146
Recruitment expenses	4,281	4,281	-
Equipment hire & leasing	4,680	4,680	4,382
	710,544	710,544	627,726
Total 2024	627,726	627,726	

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Provision of Nursery Education 2025 £	Total funds 2025 £	Total funds 2024 £
Other Office expenses	334	334	204
Accountancy fees	7,842	7,842	5,478
Bank Charges	158	158	193
Bank loan interest	11,977	11,977	17,007
Sundry expenses	7,139	7,139	8,062
	<u>27,450</u>	<u>27,450</u>	<u>30,944</u>
<i>Total 2024</i>	<u>30,944</u>	<u>30,944</u>	

7. Staff costs

	2025 £	2024 £
Wages and salaries	552,806	486,881
Social security costs	21,947	19,783
Contribution to defined contribution pension schemes	8,006	7,527
	<u>582,759</u>	<u>514,191</u>

The average number of persons employed by the Company during the year was as follows:

	2025 No.	2024 No.
Staff	<u>22</u>	<u>23</u>

No employee received remuneration amounting to more than £60,000 in either year.

8. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,807 (2024 - £1,643), and accountancy services of £4,218 (2024 - £3,835).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 August 2025, no Trustee expenses have been incurred (2024 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2024	543,014	126,828	4,149	673,991
At 31 August 2025	543,014	126,828	4,149	673,991
Depreciation				
At 1 September 2024	91,104	111,118	3,621	205,843
Charge for the year	7,240	3,964	106	11,310
At 31 August 2025	98,344	115,082	3,727	217,153
Net book value				
At 31 August 2025	444,670	11,746	422	456,838
At 31 August 2024	451,910	15,710	528	468,148

The freehold property is provided as security against the mortgage (Note 11)

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

11. Creditors: Amounts falling due within one year

	2025 £	2024 £
Bank loans	21,776	23,568
Trade creditors	2,007	1,997
Other taxation and social security	10,653	5,596
Accruals and deferred income	6,480	4,662
	<u>40,916</u>	<u>35,823</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £154,577 (2024: £175,485) including £132,801 (2024: £151,917) over more than one year.

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

	2025 £	2024 £
Bank loans	<u>132,801</u>	<u>151,917</u>

Included within creditors falling due after more than one year is an amount of £27,437 (2024: £60,465) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

LITTLE ECHOES DAY NURSERY LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

13. Statement of funds

Statement of funds - current year

	Balance at 1 September 2024 £	Income £	Expenditure £	Balance at 31 August 2025 £
Unrestricted funds				
General Funds	653,710	730,140	(737,994)	645,856

Statement of funds - prior year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
Unrestricted funds				
General Funds	626,918	685,462	(658,670)	653,710

14. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	456,838	456,838
Current assets	362,735	362,735
Creditors due within one year	(40,916)	(40,916)
Creditors due in more than one year	(132,801)	(132,801)
Total	645,856	645,856

15. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(7,854)	26,792
Adjustments for:		
Depreciation charges	11,310	12,006
Interest paid on loan	11,977	17,007
Increase in creditors	6,885	2,183
Net cash provided by operating activities	22,318	57,988

17. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	362,735	373,302
Total cash and cash equivalents	362,735	373,302

18. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	373,302	(10,567)	362,735
Debt due within 1 year	(23,568)	1,792	(21,776)
Debt due after 1 year	(151,917)	19,116	(132,801)
	197,817	10,341	208,158

19. Related party transactions

The aggregate remuneration for key management personnel during the year was £70,000 (2024 - £75,000). There were no other related party transactions during the year.

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED

31 AUGUST 2024

LITTLE ECHOES DAY
NURSERY LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 AUGUST 2024

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP
Bankers	HSBC Bank Plc Slough Berkshire SL1 1JF
Solicitors	Blaser Mills 40 Oxford Road High Wycombe Buckinghamshire HP11 2EE
Independent Examiner	Janice Matthews FCA Menzies LLP Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2024

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2023 to 31 August 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child-care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child-care and any surplus funds are reinvested in the nursery (Little Echoes is a non-profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to negotiate the period of significant financial insecurity during the COVID crisis.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention is placed on maintaining this high quality of child-care, reflected in our strong reputation in the local community. The nursery's premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit and retain high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for more than 20 years, and a number of staff have 5 & 10 years' service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance.

Achievements and performance

The nursery owns its own premises in Bagshot and invests heavily in maintaining and improving these. The premises have ample indoor and outdoor space for the three age-groups catered for as well as a kitchen, office and staff room. The security of tenure of its own premises goes a long way to managing some of the uncertainties and risks to which such organisations are exposed. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive landlords.

Numbers of children attending the nursery remain robust, with the most popular times and days often over-subscribed. Most parents now reserve places for their children well in advance of their starting dates in order to ensure availability. The nursery largely relies on word-of-mouth to reach our potential market and seldom has need to advertise.

Recent changes in Government funding rules for pre-school children will result in up to 30 hours of free childcare for many families. This change will be fully operational by the autumn of 2025. This is resulting in a significant shift in the source of income for nurseries from individual families to government (administered in the case of Little Echoes by the County Council). Government determines the fee scales for the 30 hours of 'free childcare' with nurseries now dependent on what government judges to be adequate and fair hourly rates. Little Echoes recognises the financial benefit this brings to some families and has been keen to be supportive, despite significant uncertainty and a loss of financial independence for nurseries. The nursery has engaged fully with the new scheme and will offer free hours for qualifying families, despite the Government's rates for some age groups being significantly lower than our own market rates.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

The nursery offers a wide range of activities to children based on its excellent facilities, including an all-weather indoor play area, well-equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients, several outdoor play areas and a sensory room. The site also has spacious staff room facilities. Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

Over the past year, a number of improvements have been undertaken, including extensive internal redecorations, purchase of kitchen appliances and a number of new gates, doors and windows. Further improvements to the building fabric and the replacement of life-expired fittings are planned for the current year.

The nursery was inspected by Ofsted during 2021 and achieved a 'Good' status. We are particularly proud of our catering and of our full-time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5-star Food Hygiene Award, recently received.

Financial review

2023-2024 continued to be impacted by the 'cost-of-living crisis' with the cost of food, utilities and asset maintenance continuing to rise at 3-4%. In addition, changes to minimum wage legislation resulted in staff salary costs rising at well above the prevailing rate of inflation. The Trustees were aware of the impact of childcare costs on family finances and attempted to keep fee increases as low as possible. However, we were also minded of the need to avoid a financial loss after barely breaking even the previous year. We believe a surplus for the year of £26,792 is a reasonable return on a turnover of £685,462 and is indicative of a financially secure operation. This surplus has been added to the nursery's cash balances, which now stand at £373,302.

Little Echoes is planning maintain this surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis and recent inflationary pressures illustrate the type of unplanned events for which an element of financial and operational resilience is required.

The operating costs of the building are under regular review and our maintenance and renewal schedule is intended, in part, to ensure maximisation of the long-term asset value. We also aim to ensure that maintenance and renewal costs are broadly equivalent each year and to avoid extreme peaks and troughs of expenditure.

Demand for places continues at equivalent levels to previous years. Significant housing developments are underway in the catchment of the nursery and the Trustees are confident that the local market around Bagshot will generate a healthy demand for the high-quality services offered by Little Echoes and that the long-term future of the nursery remains secure.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of further rises in staffing costs and economic uncertainty. This reflects the fact that the nursery finances remain robust, despite recent high inflation levels, with a growing roll and continued enquiries about new places.

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high-quality child-care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book-keeper who oversees payroll and general management information. Trustees are appointed via a unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2024

The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book-keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre-School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following an inspection in 2020.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on further improvements to the exterior facilities and general renewal of life-expired assets. We also recognise that some adaptations will be required to ensure smooth compliance with the Government's expanded scheme for subsidised childcare.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

Margaret Joanna May Buick

11007889DD8F405...

Mrs J Buick
(Trustee)

Date: 02-Apr-2025

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT EXAMINERS' REPORT

Independent Examiner's Report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

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

Responsibilities and Basis of Report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

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

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

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

This report is made solely to the Company's Trustees, as a body, 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 Company'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 Company and the Company's Trustees as a body, for my work or for this report.

DocuSigned by:
Signed: 
634F24DE92A4471...

Dated: 03-Apr-2025

Janice Matthews FCA

Menzies LLP
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:				
Donations and legacies	3	1,097	1,097	-
Charitable activities	4	677,939	677,939	600,981
Investments	5	6,426	6,426	2,997
Total income		685,462	685,462	603,978
Expenditure on:				
Charitable activities		658,670	658,670	603,146
Total expenditure		658,670	658,670	603,146
Net movement in funds		26,792	26,792	832
Reconciliation of funds:				
Total funds brought forward		626,918	626,918	626,086
Net movement in funds		26,792	26,792	832
Total funds carried forward		653,710	653,710	626,918

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 7668404

BALANCE SHEET
AS AT 31 AUGUST 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	10	468,148	480,154
		<u>468,148</u>	<u>480,154</u>
Current assets			
Cash at bank and in hand		373,302	349,161
		<u>373,302</u>	<u>349,161</u>
Creditors: amounts falling due within one year	11	(35,823)	(33,685)
Net current assets		<u>337,479</u>	<u>315,476</u>
Total assets less current liabilities		<u>805,627</u>	<u>795,630</u>
Creditors: amounts falling due after more than one year	12	(151,917)	(168,712)
Total net assets		<u><u>653,710</u></u>	<u><u>626,918</u></u>
Charity funds			
Restricted funds	13	-	-
Unrestricted funds	13	653,710	626,918
Total funds		<u><u>653,710</u></u>	<u><u>626,918</u></u>

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2024

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Signed by:

.....
Mr M Brown
Director

Date: 02-Apr-2025

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in operating activities	57,988	28,842
Cash flows from investing activities		
Net cash provided by investing activities	-	-
Cash flows from financing activities		
Repayments of borrowing	(16,840)	(15,959)
Interest paid on loan	(17,007)	(12,753)
Net cash used in financing activities	(33,847)	(28,712)
Change in cash and cash equivalents in the year	24,141	130
Cash and cash equivalents at the beginning of the year	349,161	349,031
Cash and cash equivalents at the end of the year	373,302	349,161

The notes on pages 10 to 18 form part of these financial statements

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.6 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.7 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising events	1,097	1,097	-

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

4.

Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Nursery fees	677,939	677,939	600,981
Total 2023	600,981	600,981	

5.

Deposit interest

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Investment income	6,426	6,426	2,997
Total 2023	2,997	2,997	

6.

Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Provision of Nursery Education	627,726	30,944	658,670

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Provision of Nursery Education 2024 £	Total funds 2024 £	Total funds 2023 £
Staff costs	514,191	514,191	441,478
Depreciation	12,006	12,006	12,039
Rates & Water	4,383	4,383	8,923
Light & Heat	26,330	26,330	26,304
Repairs & Maintenance	12,562	12,562	30,550
Insurance	4,617	4,617	3,090
Telephone	1,257	1,257	1,134
Expendable equipment, trips & consumables	17,997	17,997	18,266
Training	1,616	1,616	3,259
Subscriptions	2,501	2,501	4,122
Food costs	22,337	22,337	22,019
Advertising	1,401	1,401	1,966
Sundry expenses	2,146	2,146	3,125
Equipment hire & leasing	4,382	4,382	4,166
	627,726	627,726	580,441
Total 2023	580,441	580,441	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Provision of Nursery Education 2024 £	Total funds 2024 £	Total funds 2023 £
Other Office expenses	204	204	232
Accountancy fees	5,478	5,478	5,510
Bank Charges	193	193	164
Bank loan interest	17,007	17,007	12,753
Sundry expenses	8,062	8,062	4,046
	<u>30,944</u>	<u>30,944</u>	<u>22,705</u>
<i>Total 2023</i>	<u>22,705</u>	<u>22,705</u>	

7. Staff costs

	2024 £	2023 £
Wages and salaries	486,881	413,450
Social security costs	19,783	20,861
Contribution to defined contribution pension schemes	7,527	7,167
	<u>514,191</u>	<u>441,478</u>

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Staff	<u>23</u>	<u>23</u>

No employee received remuneration amounting to more than £60,000 in either year.

8. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,643 (2023 - £1,555), and accountancy services of £3,835 (2023 - £3,760).

LITTLE ECHOES DAY NURSERY LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2024

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 August 2024, no Trustee expenses have been incurred (2023 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2023	543,014	126,828	4,149	673,991
At 31 August 2024	543,014	126,828	4,149	673,991
Depreciation				
At 1 September 2023	83,864	106,484	3,489	193,837
Charge for the year	7,240	4,634	132	12,006
At 31 August 2024	91,104	111,118	3,621	205,843
Net book value				
At 31 August 2024	451,910	15,710	528	468,148
At 31 August 2023	459,150	20,344	660	480,154

The freehold property is provided as security against the mortgage (Note 11)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

11. Creditors: Amounts falling due within one year

	2024 £	2023 £
Bank loans	23,568	20,338
Trade creditors	1,997	-
Other taxation and social security	5,596	8,343
Other creditors	-	84
Accruals and deferred income	4,662	4,920
	<u>35,823</u>	<u>33,685</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £172,937 (2023: £189,050) including £147,655 (2023: £168,712) over more than one year.

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

	2024 £	2023 £
Bank loans	<u>151,917</u>	<u>168,712</u>

Included within creditors falling due after more than one year is an amount of £60,465 (2023: £80,172) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

13. Statement of funds

Statement of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
Unrestricted funds				
General Funds	626,918	685,462	(658,670)	653,710

Statement of funds - prior year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
Unrestricted funds				
General Funds	626,086	603,978	(603,146)	626,918

14. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	468,148	468,148
Current assets	373,302	373,302
Creditors due within one year	(35,823)	(35,823)
Creditors due in more than one year	(151,917)	(151,917)
Total	653,710	653,710

15. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income for the period (as per Statement of Financial Activities)	26,792	832
Adjustments for:		
Depreciation charges	12,006	12,039
Interest paid on loan	17,007	12,753
Decrease in debtors	-	640
Increase in creditors	2,183	2,578
Net cash provided by operating activities	57,988	28,842

17. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	373,302	349,161
Total cash and cash equivalents	373,302	349,161

18. Analysis of changes in net debt

	At 1 September 2023 £	Cash flows £	Transfers £	At 31 August 2024 £
Cash at bank and in hand	349,161	24,141	-	373,302
Debt due within 1 year	(20,338)	13,565	(16,795)	(23,568)
Debt due after 1 year	(168,712)	-	16,795	(151,917)
	160,111	37,706	-	197,817

19. Related party transactions

The aggregate remuneration for key management personnel during the year was £75,000 (2023 - £75,000). There were no other related party transactions during the year.

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED

31 AUGUST 2023

LITTLE ECHOES DAY
NURSERY LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 AUGUST 2023

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP
Bankers	HSBC Bank Plc Slough Berkshire SL1 1JF
Solicitors	Blaser Mills 40 Oxford Road High Wycombe Buckinghamshire HP11 2EE
Independent Examiner	Janice Matthews FCA Menzies LLP Magna House 18-32 London Road Staines-Upon-Thames TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2023

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2022 to 31 August 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child-care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child-care and any surplus funds are reinvested in the nursery (Little Echoes is a non-profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to fund its move to Bagshot and to negotiate the period of significant financial insecurity during the COVID crisis.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention was placed on maintaining the high quality of child-care during the move from its original premises in Englefield Green to Bagshot. The new premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit and retain high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for more than 20 years, and a number of staff have 5 & 10 years' service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance

Achievements and performance

On 16 April 2012, Little Echoes Day Nursery re located from its home of 18 years in Englefield Green to new premises in Bagshot. The new premises were well appointed and had previously been used as a nursery. Some work was required on the building and its interior as it had been vacant for some time and also lacked some amenities (eg: outdoor play area). The nursery now has security of tenure of its own premises and this goes a long way to managing some of the largest risks to which it has been exposed in recent years. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive landlords.

The 10 years since the move have seen numbers of children attending Little Echoes initially fall as the nursery gradually re-established itself in a new location. Our advertising campaign resulted in numbers starting to grow and as word spread in the local community of the exceptional child-care available, Little Echoes reached and then exceeded the size of roll achieved at the previous site.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

The COVID crisis presented particular challenges to the management of the nursery from March 2020 onwards and throughout 2021. Little Echoes initially remained open for children of key workers but this ceased after a few weeks as demand dropped and the nursery closed for two months until Government restrictions were lifted. Support was provided to staff throughout this period and regular updates were sent to parents, along with ideas for home activities. When the nursery re-opened in June 2020, numbers had dropped by around 10% but the majority of children returned and activities continued, albeit socially distanced as required by Government guidelines. The continuation of the crisis into the financial year 2020-21 presented major challenges due to continuous staff illness and the need to work in small 'bubbles' (which determined and constrained staff ratios). The nursery remained open throughout FY 2020-21 and numbers of children have fully recovered to their previous levels during FY2022-23.

The nursery offers a wide range of activities to children based on its excellent facilities, including an all-weather indoor play area, well-equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients; several outdoor play areas and a sensory room. The site also has spacious staff room facilities. Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

Over the past year, a number of improvements have been undertaken, including installation of new security shutters, replacement of the noise limiting ceiling 'clouds', purchase of kitchen appliances and a number of new doors and windows. Further improvements to the building fabric and the replacement of life-expired fittings are planned for the current year.

The Trustees and Management ensure that the nursery remains up to date and compliant with new legislation and regulations affecting businesses of this sort. The Trustees have agreed that Little Echoes will enter the government's forthcoming expanded scheme for subsidising childcare for children whose parents meet the stated employment conditions. From April 2024, working parents of two-year-olds will be able to access 15 hours of free childcare per week. From September 2024, 15 hours of free childcare will be extended to all children from the age of nine months. From September 2025, working parents of children under the age of five will be entitled to 30 hours free childcare per week. This will reduce childcare costs for many parents. We have examined the likely implications of these changes on our finances and concluded that Little Echoes can mitigate most risks and have therefore resolved to make the expanded scheme work in the interest of all parties.

The nursery was inspected by Ofsted during 2021 and achieved a 'Good' status. We are particularly proud of our catering and of our full-time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5-star Food Hygiene Award, recently received.

Financial review

2022-2023 was heavily impacted by the 'cost-of-living crisis' and management made a decision to keep fee rises to a minimum, conscious of the impact of childcare costs on family finances. Inflation continued to drive up operating costs, whilst staff wages were increased to ensure an acceptable living wage was offered to all employees. As a result, Little Echoes has not generated the surplus that management targets in most years. Nevertheless, our reserves remain healthy and larger fee increases are being made for the coming year in order to maintain our strong financial position.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of inflation and economic uncertainty. This reflects the fact that the nursery finances remain robust, despite recent high inflation levels, with a growing roll and continued enquiries about new places.

Little Echoes is planning to re-build a surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis and recent inflationary pressures illustrate the type of unplanned events for which an element of financial and operational resilience is required. The operating costs of the new building are considerably lower than those of the previous facility, whilst capacity is 25% greater. Significant housing developments are underway in the catchment of the nursery and the Trustees are confident that the local market around Bagshot will generate a healthy demand for the high-quality services offered by Little Echoes and that the long-term future of the nursery is now secure.

The Trustees aim to maintain reserves of around £350,000 which is equivalent to half a year's turnover to provide a buffer against economic downturns or an unforeseen event such as having to move premises.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2023

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high-quality child-care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book-keeper who oversees payroll and general management information. Trustees are appointed via a unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate.

The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book-keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre-School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following an inspection in 2020.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on redecorating of the interior and general renewal of life-expired assets. We also recognise that some adaptations will be required to ensure smooth compliance with the Government's expanded scheme for subsidised childcare.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

Margaret Joanna May Buick

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Mrs J Buick

(Trustee)

Date: 02-May-2024

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT EXAMINERS' REPORT

Independent Examiner's Report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

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

Responsibilities and Basis of Report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

This report is made solely to the Company's Trustees, as a body, 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 Company'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 Company and the Company's Trustees as a body, for my work or for this report.

Signed: 
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Dated: 02-May-2024

Janice Matthews FCA

Menzies LLP
Magna House
18-32 London Road
Staines-Upon-Thames
TW18 4BP

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2023

	Note	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:				
Donations and legacies	3	-	-	210
Charitable activities	4	600,981	600,981	489,409
Investments	5	2,997	2,997	146
Total income		603,978	603,978	489,765
Expenditure on:				
Charitable activities		603,146	603,146	448,776
Total expenditure		603,146	603,146	448,776
Net movement in funds		832	832	40,989
Reconciliation of funds:				
Total funds brought forward		626,086	626,086	585,097
Net movement in funds		832	832	40,989
Total funds carried forward		626,918	626,918	626,086

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 19 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REGISTERED NUMBER: 7668404

BALANCE SHEET

AS AT 31 AUGUST 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	10	480,154	492,193
		<u>480,154</u>	<u>492,193</u>
Current assets			
Debtors	11	-	640
Cash at bank and in hand		349,161	349,031
		<u>349,161</u>	<u>349,671</u>
Creditors: amounts falling due within one year	12	(33,685)	(30,388)
Net current assets		<u>315,476</u>	<u>319,283</u>
Total assets less current liabilities		<u>795,630</u>	<u>811,476</u>
Creditors: amounts falling due after more than one year	13	(168,712)	(185,390)
Total net assets		<u><u>626,918</u></u>	<u><u>626,086</u></u>
Charity funds			
Restricted funds	14	-	-
Unrestricted funds	14	626,918	626,086
Total funds		<u><u>626,918</u></u>	<u><u>626,086</u></u>

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2023

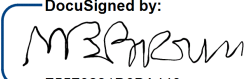
The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

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Mr M Brown
Director
Date: 30-Apr-2024

The notes on pages 10 to 19 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	16,089	59,146
Cash flows from investing activities		
Net cash provided by investing activities	-	-
Cash flows from financing activities		
Repayments of borrowing	(15,959)	(17,802)
Net cash used in financing activities	(15,959)	(17,802)
Change in cash and cash equivalents in the year	130	41,344
Cash and cash equivalents at the beginning of the year	349,031	307,687
Cash and cash equivalents at the end of the year	349,161	349,031

The notes on pages 10 to 19 form part of these financial statements

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.6 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.7 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.8 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Fundraising events	-	-	210
	=====	=====	=====
	=====	=====	
Total 2022	210	210	
	=====	=====	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Nursery fees	600,981	600,981	489,409
<i>Total 2022</i>	489,409	489,409	

5. Deposit interest

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Investment income	2,997	2,997	146
<i>Total 2022</i>	146	146	

6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Provision of Nursery Education	580,441	22,705	603,146

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Provision of Nursery Education 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	441,478	441,478	340,206
Depreciation	12,039	12,039	15,576
Rates & Water	8,923	8,923	5,481
Light & Heat	26,304	26,304	26,114
Repairs & Maintenance	30,550	30,550	6,259
Insurance	3,090	3,090	3,368
Telephone	1,134	1,134	1,084
Expendable equipment, trips & consumables	18,266	18,266	13,776
Training	3,259	3,259	-
Subscriptions	4,122	4,122	1,085
Food costs	22,019	22,019	17,436
Advertising	1,966	1,966	1,431
Sundry expenses	3,125	3,125	1,097
Equipment hire & leasing	4,166	4,166	-
	580,441	580,441	432,913
<i>Total 2022</i>	<i>432,913</i>	<i>432,913</i>	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Provision of Nursery Education 2023 £	Total funds 2023 £	Total funds 2022 £
Other Office expenses	232	232	182
Accountancy fees	5,510	5,510	5,214
Bank Charges	164	164	179
Bank loan interest	12,753	12,753	7,137
Sundry expenses	4,046	4,046	3,151
	<u>22,705</u>	<u>22,705</u>	<u>15,863</u>
<i>Total 2022</i>	<u>15,863</u>	<u>15,863</u>	

7. Staff costs

	2023 £	2022 £
Wages and salaries	413,450	319,479
Social security costs	20,861	15,219
Contribution to defined contribution pension schemes	7,167	5,508
	<u>441,478</u>	<u>340,206</u>

The average number of persons employed by the Company during the year was as follows:

	2023 No.	2022 No.
Staff	<u>23</u>	<u>21</u>

No employee received remuneration amounting to more than £60,000 in either year.

8. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,555 (2022 - £1,440), and accountancy services of £3,760 (2022 - £3,480).

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 August 2023, no Trustee expenses have been incurred (2022 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2022	543,014	126,828	4,149	673,991
At 31 August 2023	543,014	126,828	4,149	673,991
Depreciation				
At 1 September 2022	76,624	101,850	3,324	181,798
Charge for the year	7,240	4,634	165	12,039
At 31 August 2023	83,864	106,484	3,489	193,837
Net book value				
At 31 August 2023	459,150	20,344	660	480,154

The freehold property is provided as security against the mortgage (Note12).

11. Debtors

	2023 £	2022 £
Due within one year		
Other debtors	-	640
	-	640

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

12. Creditors: Amounts falling due within one year

	2023 £	2022 £
Bank loans	20,338	19,619
Other taxation and social security	8,343	6,439
Other creditors	84	-
Accruals and deferred income	4,920	4,330
	<u>33,685</u>	<u>30,388</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £189,050 (2022: £205,009) including £168,712 (2022: £185,390) over more than one year.

13. Creditors: Amounts falling due after more than one year

	2023 £	2022 £
Bank loans	<u>168,712</u>	<u>185,390</u>

Included within creditors falling due after more than one year is an amount of £80,172 (2022: £99,726) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

14. Statement of funds

Statement of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
Unrestricted funds				
General Funds	626,086	603,978	(603,146)	626,918

Statement of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
Unrestricted funds				
General Funds	585,097	489,765	(448,776)	626,086

15. Summary of funds

Summary of funds - current year

	Balance at 1 September 2022 £	Income £	Expenditure £	Balance at 31 August 2023 £
General funds	626,086	603,978	(603,146)	626,918

Summary of funds - prior year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
General funds	585,097	489,765	(448,776)	626,086

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	480,154	480,154
Current assets	349,161	349,161
Creditors due within one year	(33,685)	(33,685)
Creditors due in more than one year	(168,712)	(168,712)
Total	626,918	626,918

17. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	832	40,989
Adjustments for:		
Depreciation charges	12,039	15,576
Decrease in debtors	640	-
Increase in creditors	2,578	2,581
Net cash provided by operating activities	16,089	59,146

19. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	349,161	349,031
Total cash and cash equivalents	349,161	349,031

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2023

20. Analysis of changes in net debt

	At 1 September 2022	Cash flows	Transfers	At 31 August 2023
	£	£	£	£
Cash at bank and in hand	349,031	130	-	349,161
Debt due within 1 year	(19,619)	15,959	(16,678)	(20,338)
Debt due after 1 year	(185,390)	-	16,678	(168,712)
	<u>144,022</u>	<u>16,089</u>	<u>-</u>	<u>160,111</u>

21. Related party transactions

The aggregate remuneration for key management personnel during the year was £75,000 (2022 - £75,000). There were no other related party transactions during the year.

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 AUGUST 2022

LITTLE ECHOES DAY NURSERY
LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2022

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants Centrum House 36 Station Road Egham TW20 9LF
Bankers	HSBC Bank Plc Egham Surrey TW20 9LH
Solicitors	Blaser Mills 19 High Street Staines Middlesex TW18 4QY
Independent Examiner	Janice Matthews FCA Menzies LLP Centrum House 36 Station Road Egham Surrey TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2022

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2021 to 31 August 2022. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child-care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child-care and any surplus funds are reinvested in the nursery (Little Echoes is a non-profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to fund its move to Bagshot and to negotiate the period of significant financial insecurity during the COVID crisis.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention was placed on maintaining the high quality of child-care during the move from its original premises in Englefield Green to Bagshot. The new premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit and retain high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for more than 20 years, and a number of staff have 5 & 10 years' service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance.

Achievements and performance

On 16 April 2012, Little Echoes Day Nursery re located from its home of 18 years in Englefield Green to new premises in Bagshot. The new premises were well appointed and had previously been used as a nursery. Some work was required on the building and its interior as it had been vacant for some time and also lacked some amenities (eg: outdoor play area). The nursery now has security of tenure of its own premises and this goes a long way to managing some of the largest risks to which it has been exposed in recent years. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive landlords.

The 10 years since the move have seen numbers of children attending Little Echoes initially fall as the nursery gradually re-established itself in a new location. Our advertising campaign resulted in numbers starting to grow and as word spread in the local community of the exceptional child-care available, Little Echoes reached and then exceeded the size of roll achieved at the previous site.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

The COVID crisis presented particular challenges to the management of the nursery from March 2020 onwards and throughout 2021. Little Echoes initially remained open for children of key workers but this ceased after a few weeks as demand dropped and the nursery closed for two months until Government restrictions were lifted. Support was provided to staff throughout this period and regular updates were sent to parents, along with ideas for home activities. When the nursery opened in June 2020, numbers had dropped by around 10% but the majority of children returned and activities continued, albeit socially distanced as required by Government guidelines. The continuation of the crisis into the financial year 2020-21 presented major challenges due to continuous staff illness and the need to work in small 'bubbles' (which determined and constrained staff ratios). The nursery remained open throughout FY 2020-21 and numbers of children have been sustained at viable levels over FY2021-22.

The nursery offers a wide range of activities to children based on its excellent facilities, including an all-weather indoor play area, well-equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients; several outdoor play areas and a sensory room. The site also has spacious staff room facilities.

Over the past year, a number of improvements have been undertaken, including replacement of the boiler and parts of the heating system, replacement of kitchen appliances and a number of new doors. Further improvements to the building fabric and the replacement of life-expired fittings are planned for the current year.

Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

The Trustees and Management ensure that the nursery remains up to date and compliant with new legislation and regulations affecting businesses of this sort. During recent years, there has been a requirement to offer pension provisions for staff, new minimum wage rates and changes in Government funding for some nursery places.

The nursery was inspected by Ofsted during the previous year and achieved a 'Good' status in June 2021. We are particularly proud of our catering and of our full-time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5-star Food Hygiene Award, recently received.

Financial review

2021-2022 represented a year of consolidation and recovery following the COVID crisis. Capacity was returned to normal (following the discontinuation of emergency 'bubbles' procedures) and the working day was lengthened by one hour to the previous 0800-1800 opening times. The surplus of £41k for the year has added to our reserves and provides resources with which to manage new challenges, such as rising inflation and the current cost of living crisis.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of inflation and economic uncertainty. This reflects the fact that the nursery finances remain robust, despite COVID, with a growing roll and continued enquiries about new places.

Having negotiated the COVID crisis, Little Echoes is planning to re-build a surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis and current inflationary pressures illustrate the type of unplanned events for which an element of financial and operational resilience is required. The operating costs of the new building are considerably lower than those of the previous facility, whilst capacity is 25% greater. Significant housing developments are underway in the catchment of the nursery and the Trustees are confident that the local market around Bagshot will generate a healthy demand for the high-quality services offered by Little Echoes and that the long-term future of the nursery is now secure.

The Trustees aim to maintain reserves of around £330,000 which is equivalent to half a year's turnover to provide a buffer against economic downturns or an unforeseen event such as having to move premises.

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high quality child-care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book-keeper who oversees payroll and general management information. Trustees are appointed via a unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate.

The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book-keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre-School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following an inspection in 2020.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on further structural work including new windows, replacing the gates to the car park and installing new external security shutters.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

Margaret Joanna May Buick

.....17007889D38F465.....

Mrs J Buick

(Trustee)

Date: 31-Jan-2023

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

Independent examiner's report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

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

Responsibilities and basis of report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

This report is made solely to the Company's Trustees, as a body, 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 Company'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 Company and the Company's Trustees as a body, for my work or for this report.

DocuSigned by:

Signed: 634F24DE92A4471...

Dated: 03-Feb-2023

Janice Matthews FCA

Menzies LLP
Centrum House
36 Station Road
Egham
TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2022

	Note	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:				
Donations and legacies	3	210	210	4,396
Charitable activities	4	489,409	489,409	497,924
Investments	5	146	146	24
Total income		489,765	489,765	502,344
Expenditure on:				
Charitable activities		448,776	448,776	444,620
Total expenditure		448,776	448,776	444,620
Net movement in funds		40,989	40,989	57,724
Reconciliation of funds:				
Total funds brought forward		585,097	585,097	527,373
Net movement in funds		40,989	40,989	57,724
Total funds carried forward		626,086	626,086	585,097

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 9 to 17 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REGISTERED NUMBER: 4558942

BALANCE SHEET

AS AT 31 AUGUST 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	10	492,193	507,769
		<u>492,193</u>	<u>507,769</u>
Current assets			
Debtors	11	640	640
Cash at bank and in hand		349,031	307,687
		<u>349,671</u>	<u>308,327</u>
Creditors: amounts falling due within one year	12	(30,388)	(27,088)
Net current assets		<u>319,283</u>	<u>281,239</u>
Total assets less current liabilities		<u>811,476</u>	<u>789,008</u>
Creditors: amounts falling due after more than one year	13	(185,390)	(203,911)
Net assets excluding pension asset		<u>626,086</u>	<u>585,097</u>
Total net assets		<u><u>626,086</u></u>	<u><u>585,097</u></u>
Charity funds			
Restricted funds	14	-	-
Unrestricted funds	14	626,086	585,097
Total funds		<u><u>626,086</u></u>	<u><u>585,097</u></u>

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2022

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

F8E71E18781C495...
Mr M Brown
Director
Date: 02-Feb-2023

The notes on pages 9 to 17 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

2. Accounting policies (continued)

2.4 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.8 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

2. Accounting policies (continued)

2.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fundraising events	210	210	-
Government grants	-	-	4,396
	<u>210</u>	<u>210</u>	<u>4,396</u>
<i>Total 2021</i>	<u>4,396</u>	<u>4,396</u>	

Government grants consist of £nil (2021: £4,396) received under the Government Coronavirus Job Retention Scheme.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Nursery Fees	489,409	489,409	497,924
	<u>489,409</u>	<u>489,409</u>	<u>497,924</u>
<i>Total 2021</i>	<u>497,924</u>	<u>497,924</u>	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

5. Deposit interest

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Investment income	146	146	24
<i>Total 2021</i>	24	24	

6. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Provision of Nursery Education	432,913	15,863	448,776

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Provision of Nursery Education 2022 £	Total funds 2022 £	Total funds 2021 £
Staff costs	340,206	340,206	347,606
Depreciation	15,576	15,576	20,187
Rates & Water	5,481	5,481	2,235
Light & Heat	26,114	26,114	7,422
Repair & Maintenance	6,259	6,259	8,860
Insurance	3,368	3,368	2,969
Telephone	1,084	1,084	1,611
Expendable equipment, trips & consumables	13,776	13,776	16,193
Subscriptions	1,085	1,085	243
Food costs	17,436	17,436	16,263
Advertising	1,431	1,431	1,092
Other Office expenses	1,097	1,097	508
Training	-	-	274
Recruitment expenses	-	-	4,727
	<u>432,913</u>	<u>432,913</u>	<u>430,190</u>
<i>Total 2021</i>	<u>430,190</u>	<u>430,190</u>	

Analysis of support costs

	Provision of Nursery Education 2022 £	Total funds 2022 £	Total funds 2021 £
Other Office expenses	182	182	156
Accountancy fees	5,214	5,214	4,620
Bank charges	179	179	211
Bank loan interest	7,137	7,137	6,530
Sundry expenses	3,151	3,151	2,913
	<u>15,863</u>	<u>15,863</u>	<u>14,430</u>
<i>Total 2021</i>	<u>14,430</u>	<u>14,430</u>	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

7. Staff costs

	2022 £	2021 £
Wages and salaries	319,479	326,745
Social security costs	15,219	15,405
Contribution to defined contribution pension schemes	5,508	5,456
	340,206	347,606

The average number of persons employed by the Company during the year was as follows:

	2022 No.	2021 No.
Staff	21	21

No employee received remuneration amounting to more than £60,000 in either year.

8. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,440 (2021 - £1,440), and accountancy services of £4,054 (2021 - £4,054).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 August 2022, no Trustee expenses have been incurred (2021 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2021	543,014	126,828	4,149	673,991
At 31 August 2022	543,014	126,828	4,149	673,991

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

10. Tangible fixed assets (continued)

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Depreciation				
At 1 September 2021	69,384	93,742	3,096	166,222
Charge for the year	7,240	8,108	228	15,576
At 31 August 2022	<u>76,624</u>	<u>101,850</u>	<u>3,324</u>	<u>181,798</u>
Net book value				
At 31 August 2022	<u>466,390</u>	<u>24,978</u>	<u>825</u>	<u>492,193</u>

The freehold property is provided as security against the mortgage (Note13).

11. Debtors

	2022 £	2021 £
Due within one year		
Other debtors	640	640
	<u>640</u>	<u>640</u>

12. Creditors: Amounts falling due within one year

	2022 £	2021 £
Bank loans	19,619	18,900
Other taxation and social security	6,439	3,858
Accruals and deferred income	4,330	4,330
	<u>30,388</u>	<u>27,088</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £205,009 (2021: £222,811) including £185,390 (2021: £203,911) over more than one year.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

13. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Bank loans	185,390	203,911

Included within creditors falling due after more than one year is an amount of £99,726 (2020: £132,616) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

14. Statement of funds

Statement of funds - current year

	Balance at 1 September 2021 £	Income £	Expenditure £	Balance at 31 August 2022 £
Unrestricted funds				
General Funds	585,097	489,765	(448,776)	626,086

Statement of funds - prior year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Unrestricted funds				
General Funds	527,373	502,344	(444,620)	585,097

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	492,193	492,193
Current assets	349,671	349,671
Creditors due within one year	(30,388)	(30,388)
Creditors due in more than one year	(185,390)	(185,390)
Total	626,086	626,086

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	507,769	507,769
Current assets	308,327	308,327
Creditors due within one year	(27,088)	(27,088)
Creditors due in more than one year	(203,911)	(203,911)
Total	585,097	585,097

16. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

17. Related party transactions

The aggregate remuneration for key management personnel during the year was £75,000 (2021 - £41,000). There were no other related party transactions during the year.

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 AUGUST 2021

LITTLE ECHOES DAY NURSERY
LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2021

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants Centrum House 36 Station Road Egham TW20 9LF
Bankers	HSBC Bank Plc Egham Surrey TW20 9LH
Solicitors	Blaser Mills 19 High Street Staines Middlesex TW18 4QY
Independent Examiner	Janice Matthews FCA Menzies LLP Centrum House 36 Station Road Egham Surrey TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2020 to 31 August 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child care and any surplus funds are reinvested in the nursery (Little Echoes is a non profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to fund its move to Bagshot and to negotiate the period of significant financial insecurity during the COVID crisis.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention was placed on maintaining the high quality of child care during the move from its original premises in Englefield Green to Bagshot. The new premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for more than 20 years, and a number of staff have 5 & 10 years service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance.

Achievements and performance

On 16 April 2012, Little Echoes Day Nursery re located from its home of 18 years in Englefield Green to new premises in Bagshot. The new premises were well appointed and had previously been used as a nursery. Some work was required on the building and its interior as it had been vacant for some time and also lacked some amenities (eg: outdoor play area). The nursery now has security of tenure of its own premises and this goes a long way to managing some of the largest risks to which it has been exposed in recent years. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive landlords.

The 10 years since the move have seen numbers of children attending Little Echoes initially fall as the nursery gradually re-established itself in a new location. Our advertising campaign resulted in numbers starting to grow and as word spread in the local community of the exceptional child-care available, Little Echoes reached and then exceeded the size of roll achieved at the previous site.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The COVID crisis has presented particular challenges to the management of the nursery from March 2020 onwards and throughout the whole of the year covered by this Report. Little Echoes initially remained open for children of key workers but this ceased after a few weeks as demand dropped and the nursery closed for two months until Government restrictions were lifted. Support was provided to staff throughout this period and regular updates were sent to parents, along with ideas for home activities. When the nursery opened in June 2020, numbers had dropped by around 10% but the majority of children returned and activities continued, albeit socially distanced as required by Government guidelines. The continuation of the crisis into the financial year 2020-21 has presented major challenges due to continuous staff illness and the need to work in small 'bubbles' (which determined and constrained staff ratios). The nursery has remained open throughout FY 2020-21 and numbers of children have been largely sustained at viable levels.

The nursery offers a wide range of activities to children based on its excellent facilities, including an all-weather indoor play area, well-equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients; several outdoor play areas and a sensory room. The site also has spacious staff room facilities.

Over the past year, a number of improvements have been undertaken, including repairs to the roof, improvements to heating equipment, replacement of kitchen appliances and additions to the play equipment. Further improvements to the building fabric and the replacement of additional fittings (eg: a new hot water tank) are planned for the current year.

Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

The Trustees and Management ensure that the nursery remains up to date and compliant with new legislation and regulations affecting businesses of this sort. During recent years, there has been a requirement to offer pension provisions for staff, new minimum wage rates and changes in Government funding for some nursery places.

The nursery was inspected by Ofsted during the year and achieved a 'Good' status in June 2021. We are particularly proud of our catering and of our full-time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5-star Food Hygiene Award, recently received.

Financial review

2020-2021 represented a year of adaptation to the demands and constraints of the COVID crisis. Capacity was reduced as a result of the emergency 'bubbles' procedures and the working day was shortened by one hour in order to finesse staff rotas and to be able to provide safe and socially-distanced care. The surplus of £57k for the year has replenished our reserves following last year's loss of a similar amount.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of inflation and economic uncertainty. This reflects the fact that the nursery has remained throughout the past year, despite COVID with a growing roll and increasing enquiries about new places.

Having negotiated the COVID crisis, Little Echoes is planning to re-build a surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis illustrates the type of unplanned events for which an element of financial and operational resilience is required. The operating costs of the new building are considerably lower than those of the previous facility, whilst capacity is 25% greater. The Trustees are confident that the local market around Bagshot will generate a healthy demand for the high-quality services offered by Little Echoes and that the long term future of the nursery is now secure.

The Trustees aim to maintain reserves of around £300,000 which is equivalent to half a year's turnover to provide a buffer against economic downturns or an unforeseen event such as having to move premises.

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high quality child care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees, with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book-keeper who oversees payroll and general management information. Trustees are appointed via a unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate.

The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book-keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre-School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following an inspection in 2020.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on structural work, update heating & plumbing and completion of maintenance activities that had to be suspended during the COVID crisis.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company 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 Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees and signed on their behalf by:

DocuSigned by:

.....
Mrs J Buick
(Trustee)
Date: 24-May-2022

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

INDEPENDENT EXAMINERS' REPORT

Independent examiner's report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

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

Responsibilities and basis of report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

Signed:  634F24DE92A4471...

Dated: 25-May-2022

Janice Matthews FCA

Menzies LLP
Centrum House
36 Station Road
Egham
TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:				
Donations and legacies	4	4,396	4,396	24,635
Charitable activities	5	497,924	497,924	431,573
Investments	6	24	24	577
Total income		502,344	502,344	456,785
Expenditure on:				
Charitable activities		444,620	444,620	508,644
Total expenditure		444,620	444,620	508,644
Net movement in funds		57,724	57,724	(51,859)
Reconciliation of funds:				
Total funds brought forward		527,373	527,373	579,232
Net movement in funds		57,724	57,724	(51,859)
Total funds carried forward		585,097	585,097	527,373

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REGISTERED NUMBER: 4558942

BALANCE SHEET

AS AT 31 AUGUST 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	11	507,769	527,956
		<u>507,769</u>	<u>527,956</u>
Current assets			
Debtors	12	640	640
Cash at bank and in hand		307,687	249,108
		<u>308,327</u>	<u>249,748</u>
Creditors: amounts falling due within one year	13	(27,088)	(27,267)
Net current assets		<u>281,239</u>	<u>222,481</u>
Total assets less current liabilities		<u>789,008</u>	<u>750,437</u>
Creditors: amounts falling due after more than one year	14	(203,911)	(223,064)
Net assets excluding pension asset		<u>585,097</u>	<u>527,373</u>
Total net assets		<u><u>585,097</u></u>	<u><u>527,373</u></u>
Charity funds			
Restricted funds	15	-	-
Unrestricted funds	15	585,097	527,373
Total funds		<u><u>585,097</u></u>	<u><u>527,373</u></u>

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2021

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

DocuSigned by:

Mark Brown

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Mr M Brown

Director

Date: 24-May-2022

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

2. Accounting policies (continued)

2.4 Expenditure (continued)

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £1000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.8 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

2. Accounting policies (continued)

2.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

In the opinion of the Trustees the only estimate that has a material impact on the financial statements is depreciation on the company's tangible fixed assets, which is calculated in accordance with the rates set out in Note 2.6.

4. Income from donations and legacies

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Fundraising events	-	-	527
Government grants	4,396	4,396	24,108
	<u>4,396</u>	<u>4,396</u>	<u>24,635</u>
<i>Total 2020</i>	<u>24,635</u>	<u>24,635</u>	

Government grants consist of £4,396 (2020: £24,108) received under the Government Coronavirus Job Retention Scheme.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

5. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Nursery Fees	497,924	497,924	431,573
<i>Total 2020</i>	431,573	431,573	

6. Deposit interest

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment income - local cash	24	24	577
<i>Total 2020</i>	577	577	

7. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Provision of Nursery Education	430,190	14,430	444,620

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

7. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Provision of Nursery Education 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	347,606	347,606	395,462
Depreciation	20,187	20,187	20,252
Rates & Water	2,235	2,235	7,792
Light & Heat	7,422	7,422	5,655
Repair & Maintenance	8,860	8,860	16,868
Insurance	2,969	2,969	2,959
Telephone	1,611	1,611	2,490
Expendable equipment, trips & consumables	16,193	16,193	10,530
Subscriptions	243	243	1,123
Food costs	16,263	16,263	10,787
Advertising	1,092	1,092	394
Other Office expenses	508	508	4,313
Training	274	274	12,713
Recruitment expenses	4,727	4,727	-
	430,190	430,190	491,338
<i>Total 2020</i>	<i>491,338</i>	<i>491,338</i>	

Analysis of support costs

	Provision of Nursery Education 2021 £	Total funds 2021 £	Total funds 2020 £
Other Office expenses	156	156	261
Exp type 10	4,620	4,620	5,724
Bank charges	211	211	239
Bank loan interest	6,530	6,530	7,967
Sundry expenses	2,913	2,913	3,115
	14,430	14,430	17,306
<i>Total 2020</i>	<i>17,306</i>	<i>17,306</i>	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

8. Staff costs

	2021 £	2020 £
Wages and salaries	326,745	372,015
Social security costs	15,405	17,629
Contribution to defined contribution pension schemes	5,456	5,818
	347,606	395,462

The average number of persons employed by the Company during the year was as follows:

	2021 No.	2020 No.
Staff	21	23

No employee received remuneration amounting to more than £60,000 in either year.

9. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,440 (2020 - £1,440), and accountancy services of £4,054 (2020 - £4,054).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

11. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2020	543,014	126,828	4,149	673,991
At 31 August 2021	543,014	126,828	4,149	673,991

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

11. Tangible fixed assets (continued)

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Depreciation				
At 1 September 2020	62,143	81,060	2,832	146,035
Charge for the year	7,241	12,682	264	20,187
At 31 August 2021	<u>69,384</u>	<u>93,742</u>	<u>3,096</u>	<u>166,222</u>
Net book value				
At 31 August 2021	<u>473,630</u>	<u>33,086</u>	<u>1,053</u>	<u>507,769</u>

The freehold property is provided as security against the mortgage (Note13).

12. Debtors

	2021 £	2020 £
Due within one year		
Other debtors	640	640
	<u>640</u>	<u>640</u>

13. Creditors: Amounts falling due within one year

	2021 £	2020 £
Bank loans	18,900	18,181
Other taxation and social security	3,858	4,756
Accruals and deferred income	4,330	4,330
	<u>27,088</u>	<u>27,267</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £222,815 (2020: £241,245) including £203,911 (2020: £223,064) over more than one year.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

14. Creditors: Amounts falling due after more than one year

	2021 £	2020 £
Bank loans	203,911	223,064

Included within creditors falling due after more than one year is an amount of £132,616 (2020: £154,392) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

15. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Balance at 31 August 2021 £
Unrestricted funds				
General Funds	527,373	502,344	(444,620)	585,097

Statement of funds - prior year

	Balance at 1 September 2019 £	Income £	Expenditure £	Balance at 31 August 2020 £
Unrestricted funds				
General Funds	579,232	456,208	(508,067)	527,373

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	507,769	507,769
Current assets	308,327	308,327
Creditors due within one year	(27,088)	(27,088)
Creditors due in more than one year	(203,911)	(203,911)
Total	585,097	585,097

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	527,956	527,956
Current assets	249,748	249,748
Creditors due within one year	(27,267)	(27,267)
Creditors due in more than one year	(223,064)	(223,064)
Total	527,373	527,373

17. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

18. Related party transactions

The aggregate remuneration for key management personnel during the year was £41,000 (2020 - £62,000). There were no other related party transactions during the year.

LITTLE ECHOES DAY NURSERY LTD

England & Wales - Charity number 1144850

Accounts

Company registration number: 7668404
Charity number: 1144850

TRUSTEES' REPORT AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 AUGUST 2020

LITTLE ECHOES DAY NURSERY
LIMITED
(A Company Limited by
Guarantee)

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

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LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2020

Trustees	Mr M Brown Mrs J Buick Mrs D Browne
Company registered number	7668404
Charity registered number	1144850
Registered office and principal operating office	Whitmoor Road Bagshot Surrey GU19 5QE
Accountants	Menzies LLP Chartered Accountants 36 Station Road Egham TW20 9LF
Bankers	HSBC Bank Plc Egham Surrey TW20 9LH
Solicitors	Blaser Mills 19 High Street Staines Middlesex TW18 4QY
Independent Examiner	Janice Matthews FCA Centrum House 36 Station Road Egham Surrey TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees present their annual report together with the financial statements of the Company for the year 1 September 2019 to 31 August 2020. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

The main purpose for the nursery is as stated within the mission statement: to provide high quality child care and education for children aged three months to five years of age.

As a charitable organization, the nursery seeks to provide affordable and flexible child care and any surplus funds are reinvested in the nursery (Little Echoes is a non profit making organization). The nursery prides itself on its highly professional approach to childcare and to the management of its activities, both of which are significantly supported by the ability to invest all surplus funds back into the business. This was the basis by which Little Echoes was able to provide the significant financial resources necessary to fund its move to Bagshot.

Little Echoes has built its reputation and success to date around the exceptional quality of childcare provided. This care is structured around a strong educational ethos within the nursery. Great attention was placed on maintaining the high quality of child care during the move from its original premises in Englefield Green to Bagshot. The new premises provide many opportunities for building upon this including indoor and outdoor play areas, a sensory room and access to a large adjacent playing field.

Little Echoes places great emphasis on ensuring that staff are appropriately trained and qualified and all undertake additional training with at least two courses each year. This helps to keep up to date with changes and developments within the profession. It also enables Little Echoes to recruit high quality nursery staff as we grow. The nursery recognises long service achievements of staff, including the Manager, Jane, who has been with the nursery for 20 years, and a number of staff have 5 & 10 years service.

The Trustees have had regard to Charity Commission guidance on public benefit and are confident that the activities of the charity are fully compliant with this guidance.

Achievements and performance

On 16 April 2012, Little Echoes Day Nursery re located from its home of 18 years in Englefield Green to new premises in Bagshot. The new premises were well appointed and had previously been used as a nursery. Some work was required on the building and its interior as it had been vacant for some time and also lacked some amenities (eg: outdoor play area). The nursery now has security of tenure of its own premises and this goes a long way to managing some of the largest risks to which it has been exposed in recent years. The financial and operational security afforded by this ownership makes Little Echoes relatively unusual amongst other nursery operators and safeguards the business from unpredictable and unsupportive land lords.

The 9 years since the move have seen numbers of children attending Little Echoes initially fall as the nursery gradually re-established itself in a new location. Our advertising campaign resulted in numbers starting to grow and as word spread in the local community of the exceptional child care available, Little Echoes reached and then exceeded the size of roll achieved at the previous site.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

The COVID crisis has presented particular challenges to the management of the nursery from March 2020 onwards. Little Echoes initially remained open for children of key workers but this ceased after a few weeks as demand dropped and the nursery closed for two months until Government restrictions were lifted. Support was provided to staff throughout this period and regular updates were sent to parents, along with ideas for home activities. When the nursery opened in June 2020, numbers had dropped by around 10% but the majority of children returned and activities continued, albeit socially distanced as required by Government guidelines. The continuation of the crisis into the new financial year has presented further challenges but the nursery has remained open and numbers of children have been largely sustained at viable levels.

The nursery offers a wide range of activities to children based on its excellent facilities, including an all weather indoor play area, well equipped kitchen (and resident chef) offering home cooked food made daily from fresh ingredients; several outdoor play areas and a sensory room. The site also has spacious staff room facilities.

Over the past year, a number of improvements have been undertaken, including repairs to the roof, new office equipment, replacement of kitchen appliances and improvements to the security system. Further improvements to the building fabric and the replacement of additional fittings are planned for the current year.

Little Echoes offers opportunities for all children whatever their race, culture, religion, means or ability, including those who require special care or additional attention from staff.

The Trustees and Management ensure that the nursery remains up to date and compliant with new legislation and regulations affecting businesses of this sort. During recent years, there has been a requirement to offer pension provisions for staff, new minimum wage rates and changes in Government funding for some nursery places.

We are particularly proud of our catering and of our full time chef's hard work. We offer the children exceptional fresh and varied food and are proud of our 5 star Food Hygiene Award, recently received.

Financial review

2019-2020 represented a year of continued growth up to March 2020, followed by a focus on managing a changing and challenging environment as the COVID crisis developed. Despite the enforced closure from March to June, annual revenues only fell by 22%. This was partially off-set by a 7% reduction in costs though the need to provide safe and socially-distanced care after re-opening limited scope for cost savings. The loss of £52k for the year has been covered from our considerable reserves, which have been built up over a number of years to cover such an eventuality. These reserves remained above £220k at the end of the year, despite such challenging trading conditions.

The Trustees and Management are confident that Little Echoes is trading profitably and is projecting that this will continue for the coming year despite the continued challenges of COVID. This reflects the fact that the nursery has remained open since August with a growing role and increasing enquiries about new places.

Having negotiated the COVID crisis, Little Echoes is planning to re build a surplus of funds that can be used for investment projects, long term maintenance of the premises and act as a buffer against future risks and uncertainties. The COVID 19 crisis illustrates the type of unplanned events for which an element of financial and operational resilience is required. The operating costs of the new building are considerably lower than those of the previous facility, whilst capacity is 25% greater. The Trustees are confident that the local market around Bagshot will generate a healthy demand for the high quality services offered by Little Echoes and that the long term future of the nursery is now secure.

The Trustees aim to maintain reserves of say £275,000 which is equivalent to half a year's turnover to provide a buffer against economic downturns or an unforeseen event such as having to move premises.

The Trustees will maintain their policy on fees of having a competitive position in the local market and providing affordable, high quality child care to the local community. Whilst the nursery is registered for 65 children (at any one time), it is not our intention to operate to this capacity as we believe a higher level of individual care brings significant benefit to the children. The reserves of the charity are substantially invested in the nursery building of Whitmoor Rd, with working capital provided by careful management of resources.

The Accounts are accordingly prepared on the Going Concern basis.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

Structure, governance and management

Little Echoes is a registered educational charity, constituted as a limited company. The charity is overseen by trustees, who are directors of the charitable trust.

There are currently three Trustees, with appointments being confirmed by the Chair of the Trust. There are no time limits on the length of service of a trustee. The Trustees have no financial interests in the business. The Trustees are assisted by a part time book keeper who oversees payroll and general management information. Trustees are appointed via a unanimous vote of the existing Trustees. Any Trustees or the Nursery Manager can nominate a candidate.

The Nursery is managed by full time manager, Ms Jane Gratton.

The Trustees and Manager form an Executive Committee which meets, on average, every six weeks. This Committee also acts as the Nursery's Finance Committee, of which the book keeper is also a member. The Executive Committee deals with investments, business planning, staff salaries and other significant areas of cost, setting of nursery fees and other notable issues raised by the nursery's management.

Strategic risks are reviewed by the Executive Committee who ensure that appropriate actions are taken to manage such risks.

A Parents' Committee exists to provide engagement with and feedback to nursery management and to plan fund raising events. This meets monthly.

Nursery management have full day to day responsibility and accountability for operation of the charitable business, within the limits agreed with the Trustees.

Little Echoes is a member of the Pre School Learning Alliance, who provided support in establishing the business in 1991 and from whom it has received PLA Accreditation. It also has Investors in People status, which was renewed following an inspection in 2020.

Plans for future periods

The Trustees and Management produce an annual investment and capital renewal plan which prioritises significant expenditure on equipment and the fabric of the site. Over the coming year, it is intended to concentrate on structural work, update heating & plumbing and completion of maintenance activities that had to be suspended during the COVID crisis.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company 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 Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Margaret Joanna May Buick

.....

Mrs J Buick

(Trustee)

Date: 24-May-2021

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

MENZIES
BRIGHTER THINKING

INDEPENDENT AUDITORS' REPORT TO THE OF LITTLE ECHOES DAY NURSERY LIMITED

Independent Examiner's Report to the Trustees of Little Echoes Day Nursery Limited ('the Company')

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

Responsibilities and Basis of Report

As the Trustees of the Company (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 Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company'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

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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

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

Signed:  634F24DE92A4471...

Dated: 24-May-2021

Janice Matthews FCA

Centrum House
36 Station Road
Egham
TW20 9LF

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:				
Donations and legacies	4	24,635	24,635	1,258
Charitable activities	5	431,573	431,573	585,493
Total income		456,208	456,208	586,751
Expenditure on:				
Charitable activities		508,067	508,067	543,925
Total expenditure		508,067	508,067	543,925
Net movement in funds		(51,859)	(51,859)	42,826
Reconciliation of funds:				
Total funds brought forward		579,232	579,232	536,406
Net movement in funds		(51,859)	(51,859)	42,826
Total funds carried forward		527,373	527,373	579,232

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

REGISTERED NUMBER: 7668404

BALANCE SHEET

AS AT 31 AUGUST 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	10	527,956	548,208
		<u>527,956</u>	<u>548,208</u>
Current assets			
Debtors	11	640	640
Cash at bank and in hand		249,108	300,069
		<u>249,748</u>	<u>300,709</u>
Creditors: amounts falling due within one year	12	(27,267)	(27,750)
Net current assets		<u>222,481</u>	<u>272,959</u>
Total assets less current liabilities		<u>750,437</u>	<u>821,167</u>
Creditors: amounts falling due after more than one year	13	(223,064)	(241,935)
Net assets excluding pension asset		<u>527,373</u>	<u>579,232</u>
Total net assets		<u><u>527,373</u></u>	<u><u>579,232</u></u>
Charity funds			
Restricted funds	14	-	-
Unrestricted funds	14	527,373	579,232
Total funds		<u><u>527,373</u></u>	<u><u>579,232</u></u>

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2020

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mark Brown

Mr M Brown
Director
Date: 24-May-2021

The notes on pages 10 to 18 form part of these financial statements.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

1. General information

Little Echoes Day Nursery Limited is a private charitable company limited by guarantee and incorporated in England & Wales. The address can be found on page 1 and details of the principal activities are set out in the Trustees' Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Little Echoes Day Nursery Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

Although the nursery has made a loss in the year due to the impact of the COVID pandemic, the charity has a significant level of reserves and financial forecasts indicate that the nursery will be able to meet its financial obligations for at least twelve months from the date of approval of these financial statements.

These accounts are accordingly prepared on the Going Concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from the provision of Nursery Education is recognised as the service is provided.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

Expenditure is 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 benefits will be required in settlement and the amount of the obligation can be measured reliably.

Support costs are those costs incurred directly in support of expenditure on the objects of the company. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Charitable activities are costs incurred on the provision of nursery education, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

2. Accounting policies (continued)

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1000 or more are capitalised.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. .

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings	- over 50 years
Freehold land	- nil
Fixtures and fittings	- 10% straight line
Computer equipment	- 20% reducing balance

2.7 Financial instruments

The Company 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 settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.8 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.9 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

In the opinion of the Trustees the only estimate that has a material impact on the financial statements is depreciation on the company's tangible fixed assets, which is calculated in accordance with the rates set out in Note 2.6.

4. Income from donations and legacies

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Fundraising events	527	527	1,258
Government grants	24,108	24,108	-
	<u>24,635</u>	<u>24,635</u>	<u>1,258</u>
<i>Total 2019</i>	<u>1,258</u>	<u>1,258</u>	

Government grants consist of £24,108 (2019: £nil) received under the Government Coronavirus Job Retention Scheme.

5. Income from charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Nursery Fees	431,573	431,573	585,493
	<u>585,493</u>	<u>585,493</u>	
<i>Total 2019</i>	<u>585,493</u>	<u>585,493</u>	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

6. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Provision of Nursery Education	497,062	11,005	508,067

Analysis of direct costs

	Provision of Nursery Education 2020 £	Total funds 2020 £	Total funds 2019 £
Rates & Water	395,462	395,462	426,358
Light & Heat	20,252	20,252	19,747
Repairs & Maintenance	7,792	7,792	13,133
Insurance	5,655	5,655	9,427
Telephone	16,868	16,868	15,012
Other office expenses	2,959	2,959	2,817
Training	2,490	2,490	1,539
Subscriptions	10,530	10,530	15,034
Staff costs	5,724	5,724	5,494
Depreciation	1,123	1,123	881
Food costs	10,787	10,787	16,018
Advertising	394	394	2,197
Other Office expenses	4,313	4,313	3,286
Training	12,713	12,713	1,698
	497,062	497,062	532,641
Total 2019	532,641	532,641	

LITTLE ECHOES DAY NURSERY LIMITED

(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Provision of Nursery Education 2020 £	Total funds 2020 £	Total funds 2019 £
Other Office expenses	261	261	266
Bank charges	239	239	248
Bank loan interest	7,390	7,390	8,748
Sundry expenses	3,115	3,115	2,022
	<u>11,005</u>	<u>11,005</u>	<u>11,284</u>
<i>Total 2019</i>	<u>11,284</u>	<u>11,284</u>	

7. Staff costs

	2020 £	2019 £
Wages and salaries	372,015	404,841
Social security costs	17,629	17,174
Contribution to defined contribution pension schemes	5,818	4,343
	<u>395,462</u>	<u>426,358</u>

The average number of persons employed by the Company during the year was as follows:

	2020 No.	2019 No.
Staff	<u>23</u>	<u>22</u>

No employee received remuneration amounting to more than £60,000 in either year.

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

8. Independent examiner's remuneration

The Independent Examiner's remuneration amounts to an Independent Examination fee of £1,440 (2019 - £1,440), and accountancy services of £4,054 (2019 - £4,054).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation				
At 1 September 2019	543,014	126,828	4,149	673,991
At 31 August 2020	543,014	126,828	4,149	673,991
Depreciation				
At 1 September 2019	54,903	68,377	2,503	125,783
Charge for the year	7,240	12,683	329	20,252
At 31 August 2020	62,143	81,060	2,832	146,035
Net book value				
At 31 August 2020	480,871	45,768	1,317	527,956

The freehold property is provided as security against the mortgage (Note12).

11. Debtors

	2020 £	2019 £
Due within one year		
Other debtors	640	640
	640	640

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

12. Creditors: Amounts falling due within one year

	2020 £	2019 £
Bank loans	18,181	17,462
Other taxation and social security	4,756	5,958
Accruals and deferred income	4,330	4,330
	<u>27,267</u>	<u>27,750</u>

The bank has a First Legal Mortgage over the freehold property of Little Echoes Day Nursery Limited, known as Little Echoes, Whitmoor Road, Bagshot, Surrey, GU19 5QE. In addition, there is a debenture comprising fixed and floating charges over all the assets and undertaking of Little Echoes Day Nursery Limited including all present and future freehold and leasehold property, book and other debts, chattels, and goodwill and uncalled capital, both present and future. The amount secured is £241,245 (2019: £259,397) including £223,064 (2019: £241,935) over more than one year.

13. Creditors: Amounts falling due after more than one year

	2020 £	2019 £
Bank loans	<u>223,064</u>	<u>241,935</u>

Included within creditors falling due after more than one year is an amount of £154,392 (2019: £175,448) in respect of liabilities which fall due for payment after more than five years from the balance sheet date.

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

14. Statement of funds

Statement of funds - current year

	Balance at 1 September 2019 £	Income £	Expenditure £	Balance at 31 August 2020 £
Unrestricted funds				
General Funds	579,232	456,208	(508,067)	527,373

Statement of funds - prior year

	Balance at 1 September 2018 £	Income £	Expenditure £	Balance at 31 August 2019 £
Unrestricted funds				
General Funds	536,406	586,751	(543,925)	579,232

15. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	527,956	527,956
Current assets	249,748	249,748
Creditors due within one year	(27,267)	(27,267)
Creditors due in more than one year	(223,064)	(223,064)
Total	527,373	527,373

LITTLE ECHOES DAY NURSERY LIMITED

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2020

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	548,208	548,208
Current assets	300,709	300,709
Creditors due within one year	(27,750)	(27,750)
Creditors due in more than one year	(241,935)	(241,935)
Total	<u>579,232</u>	<u>579,232</u>

16. Company limited by guarantee

The company is a company limited by guarantee and had no share capital. Members' liability is limited by individual guarantee to a maximum of £10 each in accordance with the Memorandum and Articles of Association.

17. Related party transactions

The aggregate remuneration for key management personnel during the year was £62,000 (2019 - £65,000). There were no other related party transactions during the year.