



Broadmayne and West Knighton Preschool
Knighton Lane, Broadmayne, Dorchester, Dorset, DT2
8PH

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Registered Charity Number: 292766

PLA Registration Number: 13962

Ofsted Number: 139324

Management Committee Annual General Meeting

Report of the Chair for Financial Year August 2021 – July 2022

Author: Paul Molyneux, Chair

Date: Thursday 10th November 2022

Previous AGM 24th March 2022

New committee formed 28.03.22

Sophia Hobbs

Laura Cullen

Becca Warren

Rachel Marsden

Staffing

From September 2021 Karla was briefly the preschool manager, however she stepped down as Manager and became "Admin Manager" in February 2022 due to personal circumstances. The discussions around this transition started in November 2021.

Sam stepped up from Deputy Manager to become Preschool Manager February 2022.

Due to the Ofsted requirement of requiring a manager or deputy on site at all times we had to create the two manager positions to cover every day. Preschool has always had a history of being unable to recruit a full time manager, which has caused many headaches arranging the rota to try and have a manager available.

Committee produced job descriptions for both "manager" roles, and updated their duties.

The committee tried to get both managers to agree to these job descriptions but currently this is unresolved.

Continuing with the staff changes:

Lucy Edwards joined end of March 2021, then Lucy left 9th July to pursue a job as a TA in a local school.

Jackie Naylor retired in 2021 and the committee erected a sign in the garden at the graduation. She left at 20+ years of service.

Jess Welch stepped up to become Room Lead.

Laura Sealey joined End of March 2021 and was a really good addition to the team. Laura also stepped to be Room Lead when required.

Josie Maskens joined us in April 2021 and it is really good to see the training that preschool can offer a new starter.

We have continually advertised for bank staff, and are always looking for extra help.

Preschool had to close for a week in February 2021 due to Covid and staff shortages and isolation requirements.



Through the sickness and the pandemic we noticed single points of failure with the management and Admin roles. Sam was trained in the admin roles to eliminate these failures and procedures were documented. We are still working hard to eliminate any more single points of failure and a few more have cropped up recently.

Garden

Summer 2021 the whole preschool garden was repainted by the committee and family and friends.

The fence and gates were painted and repaired, all the attached decorations were removed and cleaned.

The play equipment was repainted in "natural colours" and the trellis fencing was replaced. All sheds were repainted and repaired.

Numerous loads of rubbish were taken to the tip and recycled.

All the paint was kindly donated by Brewers Decorating Centre in Dorchester.

In March 2022 Committee met with Sure Start and Dorset Council to discuss changes to the lease and use of the building. We also agreed to discuss maintenance directly with the Council. School agreed to take on one room and the side garden. Sure Start agreed to remove their unused equipment. We are still awaiting the new lease from the council. Plus we are still awaiting the removal of all the unused Sure Start office furniture.

In the garden the new ramp was installed and made the outdoor space much safer. This was completed by the Council in summer 2021.

In the Summer of 2022 the garden had another huge makeover which saw the removal of two dilapidated sheds, plus a lot of rubbish. Hedges and bushes were trimmed and the ground was cleared. A brand new shed was installed from Halstock sheds. This has transformed the area and given the preschool even more usable outside space. The committee would like to thank Mike Hobbs and everyone who helped with this project.

IT

The preschool had a new printer installed with cheaper ink. We also discussed upgrading the IT system and purchasing a laptop and Cloud storage. This is something we need to continually renew. We had a very reasonable quote from a local IT company. The management staff petitioned us to keep the old system and also wished to continue with paper based record keeping for the time being.

We also managed to secure a Charity Licence of Microsoft 365, saving the preschool almost £100.

A committee email address was set up in March 2022 and this has really helped with communication with staff and record keeping.

Logo and rebranding

The old preschool logo needed updating. The logo was so old that we couldn't even find a good quality copy of it. We consulted with staff who gave us a brief of what they wanted, which was something based nature and also encompassed and the motto of preschool which is "Reach for the Stars". A new logo was created and this is being rolled out now. There will be a new uniform for the staff and also new uniform will be available to purchase for the children.



Sensory Room

Committee and staff have talked at length about a sensory room. This is something which would attract grant funding and would greatly enhance the preschool experience. It is widely documented that Covid has had a great effect on children, and a sensory room could help these children.

Training

All the training requirements were reviewed as courses weren't running for 2 years due to the pandemic. All staff have now completed all their mandatory training. This has also had an effect on spending, and Claire will cover this in her report.



Broadmayne & West Knighton Preschool

Management Committee Annual General Meeting

Report of the Treasurer for Financial Year August 2021 – July 2022

Author: Claire Willitts, Treasurer

Date: 10th November 2022

As mentioned in the Chair's report, we are pleased to have brought the AGM back into the autumn cycle this year as this allows us to now align the accounts with the academic year and the appraisal round, which has been sporadic through recent years.

The Accounts

The financial performance for the most recent year August 2021 – July 2022 has been positive with accounts showing a profit of £5,715 against an annual turnover of £95,620.

To contextualise this, the table below shows the financial progression of the Preschool over the past nine years.

YEAR	INCOME	OUTGOINGS	PROFIT
2014	£83,100	£73,000	£10,100
2015	£77,600	£71,900	£5,700
2016	£79,400	£83,400	-£4,000
2017	£79,300	£71,900	£7,400
2018	£69,200	£75,200	-£6,000
2019	£78,780	£100,808	-£21,938
2020	£58,504	£54,226	£4,238
2021	£95,915	£68,914	£27,001
2022	£95,620	£89,905	£5,715

Factors in reduced profits

In 2020-2021 preschool made £27,001 profit compared to £5,715 in 2021-2022.

There are several circumstances and decisions made this year that account for the lower profits compared to 2020-2021.

Firstly, after the successful financial performance of the preschool in 2021, the Committee agreed to use some of the profits to make investments in staff and resources, as discussed at last year's AGM.

Specifically, we made the following investments:

- Additional staff member to assist with post-pandemic cohort £12,600
- Classroom & outdoor resources £ 4,000
- Staff bonus £ 4,000
- Fencing to garden (grant funded in 2020-2021) £ 1,400

Secondly, the staffing wage bill was £20,000 higher this year than in the previous year. Part of this is accounted for by the additional staff member and the bonus outlined above but is also reflective of the impact of the pandemic in the 2020-2021 year, where we were still seeing some reduced attendance



numbers at preschool during closure periods or staff sickness, which meant lower staffing levels than needed for a full cohort, thus showing lower costs in the previous year.

The additional spend is also partly explained by the deferment of staff training during the pandemic years because of cancellation of face-to-face meetings. This meant that all the training that was outstanding since 2019 had to be completed in this financial year to bring everyone up to standard. The staff wage payments for travelling and attending face-to-face training as well as in-person staff meetings and face-to-face parents' evenings meant additional total spend on staffing costs to support this.

As Paul has already mentioned, the introduction of a dual management arrangement in February 2022 has also attracted cost increases to the staffing. This is a debate we have had at preschool repeatedly over the three years that Paul and I have been involved in the Committee. There is a conflict between the small size of the setting and therefore the size of the staff team, the part-time nature of the workers in the sector and the Ofsted requirements for site presence of management, and this has always produced a difficult situation in terms of management structure. This is a situation that we continue to work with preschool to improve with a focus on rationalising costs, bringing consistency for staff and families, and identifying clear lines of responsibility and reporting. Ultimately, we need to refine this structure to best prepare us to support families and to be accountable to Ofsted and the Charities Commission, and to date none of the options available have been especially effective.

The third factor in the increased spend was the April 2022 increase in the National Minimum Wage. The Committee discussed the impact this would have on our finances knowing that funding levels fall short of costs, but also the impact on our staff in terms of both morale and the continuing increases in the cost of living. It was unanimous within the Committee that qualified practitioner staff should not be paid minimum wage and that doing so would be insulting to their skills and their commitment to our families. Whilst we could not consider a more sizeable increase to reflect cost of living increases due to financial pressures at the preschool, we did agree to offer a 6.6% increase to all staff wages to reflect the 6.6% increase to the National Minimum Wage. This increase was implemented from April 2022 so pushing up staff costs by 6.6% for the remaining half of the financial year.

As part of this decision, Committee also implemented fee increases to cover this additional staffing cost. In March 2022 fees were increased from £5.00/hr to £5.50/hr for 2-year-olds and from £4.50/hr to £5.00/hr for unfunded 3–4-year-olds.

Evaluation of the accounts

When looking at the reasons behind the drop in profits this year, if we account for the £20,600 of additional investments, plus the wage increase prompted by the increase in the National Minimum Wage, along with the additional staff hours for training etc, all mentioned above, we are showing a very similar financial performance to last year, which is wholly positive. To clarify, if we had not made those investments, we would have reported a circa £26k profit, comparable to £27k in the previous period.

The £95k turnover is consistent with the previous year and we have had full sessions for almost the whole academic year, showing that demand for preschool places remains high, and the success of what we offer here is still strong, as parents are choosing to come to us. We have also noticed more families coming from outside of the immediate catchment area and this continues into this academic year.

The accounts show that we are achieving some financial consistency, which is important for a good business and suggests that we are in a period of increasing stability with regards to our internal management and in meeting the demand and expectations within our community. It is therefore justified to forecast that the preschool should be able to remain on a positive financial footing in the



immediate term, providing we continue to closely manage our cost base and make sensible investments in staffing and resources alongside close monitoring of our projected income based on the admissions list.

Challenges to stability

In terms of challenges to the financial stability of the preschool, there remain a number;

- Demand could drop as the nature of education means this is dependent on low and high birth rates each year
- Additional needs of future cohorts could push staffing ratios beyond viability
- Cost of living increases could see staff seek alternative employment
- Changes at Dorset Council could produce changes to charities relief for rent under the new lease

Birth Rates

The first point is not a variable we have any control over, but we will know if potential drop in the number of children needing preschool places is coming as that information is available in the public domain. We will monitor this in conjunction with Broadmayne First School, which we have good relationships with as the primary feeder setting for this school.

Post-Pandemic Cohort

The challenges of the post-pandemic cohort continue with more children demonstrating additional developmental, emotional, and social needs, which many of us probably recognise as parents. This combined with the continued popularity of places for 2-year-old children, who have more demanding needs than those of the traditional preschool age group of the 3–4-year-olds, does mean the preschool is a challenging setting for the staff to manage. The additional member of staff approved for the last year and paid for out of profits has helped us alleviate this pressure in the last academic year, but we are finding for some sessions this year we need even more staff to be able to comfortably manage this, whilst still being able to develop the essential pre-school skills to suitably equip the rising 5s for starting school.

Moving into the new academic year starting September 2022, we have agreed to continue the additional member of staff to mirror last year's staffing ratios, but the addition of yet another staff member for every session would push finances to breaking point and therefore this is a priority for both management and Committee to find a viable solution. There are three options to address this:

- 1) Increase income
- 2) Reduce non-staff costs
- 3) Simplify the room

To **increase income**, we would need to consider increases to fees and resources charges, which are seen to be common in settings in the local area. We are still a very reasonably priced setting by local standards, based on cost comparisons we have done in the last three months. Some settings also charge a supplement for 3–4-year-olds as a specific reflection of the fact that local government funding falls short of the identified cost of providing the place to a preschool child. Fundraising can always be leveraged but it would be naïve to think that the business could balance its books by relying on fundraising efforts as this would be at high risk of failure.

Staff costs account for £76k of the £89k operating costs this year so options to **reduce non-staff costs** would have limited impact as there is only £13k to target. We know from financial analysis in the past two years, that our fixed non-staff costs are circa £11k when you look at utilities, phone/broadband, insurances, banking costs etc.



In the past year the utility costs have increased by £1,000, which represents a 50% increase to the cost we paid last year. As we are on dual supplies with the school for two out of three of our utilities, we are not able to go out to the market to search for a better deal. You will probably all know from personal experience that suppliers are closing their doors to new customers as well, so we will be in the hands of fate on these costs in the immediate term and therefore should expect a further sizeable increase in spend on utilities to come this year.

In the past three years we have implemented significant spending cuts and controls. Paul has made some significant savings on licensing of software in the office and reducing our telephone bills by over £1,000 each year, so we believe we are running as lean as possible for the size of the setting.

Staffing costs may change in consultation with management if we can find a better way to structure the rota and still comply with Ofsted requirements and that is something under discussion this term in the wake of Karla's departure. Although not part of the current reporting period I would like to thank Karla for her commitment to the preschool and support to Committee and me personally as Treasurer over the last three years.

In terms of **simplifying the room**, we could consider changing the admissions policy and returning to being a preschool only setting. The decision to expand to offer 2-year-old places in 2019 was made as it provided a much-needed source of additional income to help support the preschool, so any decision to reverse this is one we would take extremely seriously as neither Committee nor management want to close our doors to any parts of the community that we are supporting. This is therefore regarded as the very last resort, and we are confident we can find a solution by looking at income and expenditure, so we don't have to consider this option at all.

Addressing this challenge is the focus for Committee and management of the first term of the new academic year i.e., now.

Loss of staff

The cost of living increases and the impact on staff is largely also beyond our control, but we will maintain an open line of communication with staff and attempt to ease this if finances allow. I would add that we highly value the staff team that we have had this year, and release many of them have been a very long time and are committed to the setting and working with the Committee to keep preschool going, so thank you to them for their support.

Lease

With regards to the preschool lease, through one of our parents we have been offered free of charge legal advice on the renegotiation of the preschool lease, so thank you to Matthew and Becca Rimmer and Pengillys solicitors for taking this on for us. Sadly, that does not mean there has been a tremendous amount of progress since the last AGM in March 2022. Further changes at the Council have meant that work on the matter has stalled, but we have found new Holding Trustees to hold the lease at the Land Registry, thanks to Paul & Sophia for offering themselves up for this along with me to enable us to release the Holding Trustees from 2010. As things stand, we are not expected to pay any rent for the lease due to the policy the Council has to offer otherwise unused buildings to charities rent-free. There is no suggestion that this will change but it is a risk that we are aware of and are working with Pengillys to ensure the terms of the lease adequately protect us from this risk over the life of the lease.

Grants & Fundraising

In the 2021-2022 year we achieved £400 of grant funding from the Rotary Club, that was spent on storage units for the garden area to protect our new toys. We also generated £1,522 of fundraising from events including the following:



- Sale of donated books
- Halloween disco
- Christmas fayre teddy tombola
- Christmas raffle
- Teatowels
- Easter hunt picture trail and party
- Jubilee staff event
- Tigger bounce staff event
- D-Day & sports day staff event

To support these events, we approached supermarkets for donations of raffle prizes and Easter eggs to help encourage parents to participate in the events. Thanks to the other members of the Committee that have arranged and supported with events we have run, and we hope parents and families have enjoyed attending the events knowing they are supporting such a worthy cause. I would like to acknowledge that the willingness of the staff to create their own and support committee fundraising events has generated a lot of extra funds that we otherwise wouldn't have had from purely committee organised events, so thank you to the staff for their efforts and to all the families that have contributed to these funds and all the resources we ask for across the year.

Cash reserve

The preschool continues to hold a moderate cash reserve from profits in the last two years. As a charity we do not run to generate profits and only aim to produce profits to protect us from potential increases in costs, like is expected in utilities this year, or a drop in income due to attendance numbers or other unforeseen events. We are also required to hold a reasonable reserve to cover costs of winding up should the worst happen. This is currently in a healthy position to offer us support to make other financial decisions based on external variables.

Concluding Points

In consideration of all the above, it is felt that the 2021-2022 accounts are probably the most accurate reflection of the genuine annual operating cost of the preschool in terms of staffing. This is based on the footprint of the building that determines how we can staff the rooms and the garden, the needs produced by the mix of 2- and 3-4-year-olds, the management staffing levels needed to meet Ofsted requirements. The last two years also show consistency in the income potential when we have full sessions. Based on these numbers, the preschool continues to be very much viable. The investments made this year were justified, affordable and most of them have contributed directly to the experience that our children have at preschool. This is what profits should be used for and therefore the drop in overall profit this year should not be viewed negatively or as indicative of decline.

During my time as Treasurer, my objective has been to keep the preschool in a viable position by making sure our running costs do not outweigh our fee income and not relying on cash reserves or fundraising to cover our day-to-day operating costs. The Committee has been very supportive of that strategy and so this remains the direction we plan to continue, working with staff to ensure that at the same time we can still fulfil the needs of the curriculum, meet the expectations of our families, and support staff to do the really important work that the school need them to do in preparing our children for school.

This report will be appended to the minutes of the meeting for reference.

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MTH 6 ALI:MTH 5 8 X AMAZON GIFT CARDS - £160
MTH 8 COL:MTH10 FLOWERS/EASTER EGGS
MTH11 LEAING PRESENT
MTH12 MEAL

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CHARITY COMMISSION
FOR ENGLAND AND WALES

Charity Name Broadmayne & West Knighton Pre-School	No (if any) 292766
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Receipts and payments accounts

CC16a

For the period from	Period start date 01 August 2021	To	Period end date 31 July 2022
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
DCC funded fees	76,863	-	-	76,863	79,721
Other fees	16,595	-	-	16,595	11,887
Trips, lunches and clothes	-	-	-	-	28
Fundraising receipts	1,522	-	-	1,522	1,517
Bank interest	4	-	-	4	1
Grants	400	-	-	400	2,000
Coronavirus Job Retention Scheme	135	-	-	135	621
Sundry receipts and donations	101	-	-	101	139
Sub total (Gross income for AR)	95,620	-	-	95,620	95,915
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	95,620	-	-	95,620	95,915
A3 Payments					
Staff wages	74,510	-	-	74,510	58,021
Staff pensions	1,548	-	-	1,548	946
Staff training and checks	671	-	-	671	516
Uniform	-	-	-	-	32
Milk & Groceries	613	-	-	613	509
Classroom supplies & equipment	2,049	-	-	2,049	752
Sundry expenses	376	-	-	376	685
Repairs and maintenance	1,795	-	-	1,795	606
Utilities	2,915	-	-	2,915	1,924
Insurance	741	-	-	741	738
Telephone	423	-	-	423	1,602
Professional fees	1,236	-	-	1,236	1,248
Bank charges	37	-	-	37	-
Advertising	-	-	-	-	126
Independent examiner fee	215	-	-	215	420
Fundraising costs	745	-	-	745	1
Subscriptions & registrations	158	-	-	158	117
Sub total	88,032	-	-	88,032	68,243
A4 Asset and investment purchases, (see table)					
Purchases of assets	1,874	-	-	1,874	671
Sub total	1,874	-	-	1,874	671
Total payments	89,905	-	-	89,905	68,914
Net of receipts/(payments)	5,714	-	-	5,714	27,001
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	50,341	-	-	50,341	23,340
Cash funds this year end	56,055	-	-	56,055	50,341

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	HSBC current account	43,393	-	-
	HSBC savings account	12,659	-	-
	Cash	3	-	-
	Total cash funds	56,055	-	-
	(agree balances with receipts and payments account(s))	OK	OK	OK
		Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B2 Other monetary assets	Prepayments	670	-	-
	Other debtor	12	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
	Outdoor equipment, sheds, bench etc	Unrestricted	20,014	1,600
	Indoor furniture and equipment	Unrestricted	10,169	2,191
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
	Examiner's fee	Unrestricted	215	
	Sundry creditors	Unrestricted	1,230	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	