

# Heatherside Pre-School

## Monthly Accounts Pack

Current Reporting Month	Aug
Financial Year Starting	2022
Financial Year Ending	2023

# Heatherside Pre-School

## Income & Expenditure Statement for Aug & Year to Date

Aug 2023		Current Month			Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance	
<b>Income:</b>							
SCC Grant	0.00	0.00	0.00	1,380.00	0.00	1,380.00	
SCC Fees	0.00	0.00	0.00	112,486.65	100,939.95	11,546.70	
SCC Discretionary / Inclusion Funding	1,734.00	0.00	1,734.00	25,802.00	0.00	25,802.00	
Parent Fees	60.00	0.00	60.00	18,186.80	11,950.05	6,236.75	
Munch Club Fees	0.00	0.00	0.00	10,334.50	15,707.30	(5,372.80)	
Fund Raising	200.00	0.00	200.00	2,179.20	0.00	2,179.20	
Uniform	10.00	0.00	10.00	412.76	0.00	412.76	
Training	0.00	0.00	0.00	0.00	0.00	0.00	
Other	0.00	0.00	0.00	0.00	1,527.28	(1,527.28)	
Deposit Account Interest	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Income</b>	<b>2,004.00</b>	<b>0.00</b>	<b>2,004.00</b>	<b>170,781.91</b>	<b>130,124.58</b>	<b>40,657.34</b>	
<b>Expenditure:</b>							
Wages & Salaries	9,316.78	9,606.67	(289.89)	158,398.48	109,479.90	48,918.58	
Wages & Salaries - Munch Club	0.00	518.72	(518.72)	4,048.27	5,936.10	(1,887.83)	
Wages & Salaries - Efs Pension	115.56	78.07	37.49	2,758.59	893.38	1,865.21	
Rent	0.00	0.00	0.00	16,200.38	16,858.45	(658.07)	
Rent - Munch Club	0.00	0.00	0.00	1,175.88	1,265.40	(89.52)	
Materials	17.90	30.57	(12.67)	532.73	727.03	(194.30)	
Equipment	0.00	0.00	0.00	1,453.99	61.24	1,392.75	
Photocopying	33.00	37.99	(4.99)	390.76	474.00	(83.24)	
Ink	0.00	0.00	0.00	0.00	0.00	0.00	
Uniform	0.00	0.00	0.00	304.50	627.28	(322.78)	
Insurance	0.00	0.00	0.00	800.83	1,550.00	(749.17)	
Training	0.00	0.00	0.00	800.83	843.15	(805.65)	
Subscriptions	0.00	0.00	0.00	37.50	588.91	(356.63)	
Fund Raising	0.00	0.00	0.00	232.28	539.62	(1,033.38)	
Administration	151.25	206.37	(206.37)	539.62	1,573.00	(69.85)	
Petty Cash	0.00	129.96	21.29	930.15	1,000.00	(197.86)	
Other	88.94	0.00	88.94	1,222.58	1,420.44	(197.86)	
Depreciation	184.22	184.22	0.00	542.18	2,758.76	(2,216.58)	
Redundancy Account Deficit / (Surplus)	0.00	0.00	0.00	184.22	184.22	0.00	
<b>Total Expenditure</b>	<b>9,907.65</b>	<b>10,792.55</b>	<b>(884.91)</b>	<b>189,752.94</b>	<b>146,241.25</b>	<b>43,511.68</b>	
<b>Surplus / (Deficit) for the Year</b>	<b>(7,903.65)</b>	<b>(10,792.55)</b>	<b>2,888.91</b>	<b>(18,971.03)</b>	<b>(16,116.68)</b>	<b>(2,854.35)</b>	
<b>Surplus / (Deficit) Brought Forward</b>	<b>96,143.12</b>	<b>101,886.38</b>	<b>(5,743.26)</b>	<b>107,210.50</b>	<b>107,210.50</b>	<b>0.00</b>	
<b>Surplus / (Deficit) Carried Forward</b>	<b>88,239.47</b>	<b>91,093.82</b>	<b>(2,854.35)</b>	<b>88,239.47</b>	<b>91,093.82</b>	<b>(2,854.35)</b>	

*P.S. Carraw*

ALEXANDER CONSTANTINOU

*AC*

# Heatherside Pre-School

## Balance Sheet for the Period September 2022 to August 2023

**Aug 2023**

<b>Fixed Assets:</b>
Net Book Value C'Fwd
Depreciation (Reducing Balance 20%)
<b>Total Fixed Assets</b>
<b>Current Assets:</b>
Redundancy Deposit Account (40-16-05 71586688)
Current Account (40-16-05 31586661)
<b>Total Current Assets</b>
<b>Current Liabilities:</b>
Creditors
Overdraft
<b>Total Current Liabilities</b>
<b>Net Working Capital</b>
<b>Operating Capital Employed</b>

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Net Book Value C'Fwd	921.08	921.08	921.08	921.08	921.08	921.08	921.08	921.08	921.08	921.08	921.08	921.08
Depreciation (Reducing Balance 20%)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Fixed Assets</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>	<b>921.08</b>
<b>Current Assets:</b>												
Redundancy Deposit Account (40-16-05 71586688)	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62
Current Account (40-16-05 31586661)	91,641.74	105,141.23	92,732.07	91,971.08	94,728.09	105,131.88	93,517.73	102,593.25	124,470.13	112,866.91	95,222.04	42,204.87
<b>Total Current Assets</b>	<b>133,554.36</b>	<b>147,053.85</b>	<b>134,644.69</b>	<b>133,883.70</b>	<b>136,640.71</b>	<b>147,044.50</b>	<b>135,430.35</b>	<b>144,505.87</b>	<b>166,382.75</b>	<b>154,779.53</b>	<b>137,134.66</b>	<b>87,502.61</b>
<b>Current Liabilities:</b>												
Creditors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overdraft	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Current Liabilities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Net Working Capital</b>	<b>133,554.36</b>	<b>147,053.85</b>	<b>134,644.69</b>	<b>133,883.70</b>	<b>136,640.71</b>	<b>147,044.50</b>	<b>135,430.35</b>	<b>144,505.87</b>	<b>166,382.75</b>	<b>154,779.53</b>	<b>137,134.66</b>	<b>87,502.61</b>
<b>Operating Capital Employed</b>	<b>134,475.44</b>	<b>147,974.93</b>	<b>135,565.77</b>	<b>134,804.78</b>	<b>137,561.79</b>	<b>147,965.58</b>	<b>136,351.43</b>	<b>145,426.95</b>	<b>167,303.83</b>	<b>155,700.61</b>	<b>138,055.74</b>	<b>129,707.48</b>

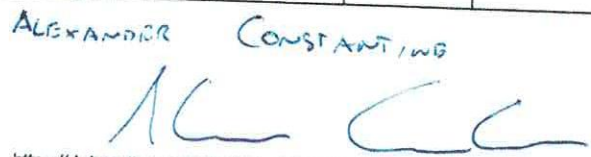
Deposit Account Brought Forward
Deposit Account Current Year
Income & Expenditure Account Brought Forward
Income & Expenditure Account for the Current Year
<b>Association Funds</b>

Deposit Account Brought Forward	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62	41,912.62
Deposit Account Current Year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Income & Expenditure Account Brought Forward	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50	107,210.50
Income & Expenditure Account for the Current Year	(14,647.68)	(1,148.19)	(13,557.35)	(14,318.34)	(11,561.33)	(1,157.54)	(12,771.69)	(3,696.17)	18,180.71	6,577.49	(11,067.38)	(18,971.03)
<b>Association Funds</b>	<b>134,475.44</b>	<b>147,974.93</b>	<b>135,565.77</b>	<b>134,804.78</b>	<b>137,561.79</b>	<b>147,965.58</b>	<b>136,351.43</b>	<b>145,426.95</b>	<b>167,303.83</b>	<b>155,700.61</b>	<b>138,055.74</b>	<b>130,444.34</b>

<b>Variance</b>
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<b>Variance</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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J. Evans

ALEXANDER CONSTANTINOU  


# Heatherside Pre-School

## Bank Reconciliation

**Aug 2023**

**Cash Book**

Opening Balance

Total Cashbook Receipts

Total Cashbook Payments

Cashbook Balance

**Bank Statement**

Bank Statement Date

Bank Statement Number

Balance Per Bank Statement

Unpresented Items:

Receipts

Payments

Items on Bank Statement not Cashbook:

Receipts

Payments

Totals

Validation Check (Must be Zero)

Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Comments
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106,289.42	91,641.74	105,141.23	92,732.07	91,971.08	94,728.09	105,131.88	93,517.73	102,593.25	124,470.13	112,866.91	95,222.04	
25,087.92	27,294.73	1,254.35	12,771.63	15,748.26	23,439.67	3,542.61	21,111.64	37,222.54	1,115.05	189.51	2,004.00	
(39,735.60)	(13,795.24)	(13,663.51)	(13,532.62)	(12,991.25)	(13,035.88)	(15,156.76)	(12,036.12)	(15,345.66)	(12,718.27)	(17,834.38)	(9,723.43)	
91,641.74	105,141.23	92,732.07	91,971.08	94,728.09	105,131.88	93,517.73	102,593.25	124,470.13	112,866.91	95,222.04	87,502.61	

30-Sep-22	30-Oct-22	30-Nov-22	30-Dec-22	01-Jan-23	01-Feb-23	01-Mar-23	01-Apr-23	01-May-23	01-Jun-23			
654-657	658-662	663-666	667-669	670-672	673-676	674-677	678-682	683-686	687-690	691-692	693	
109,623.67	104,713.32	93,927.65	92,046.37	96,014.74	105,826.23	103,991.77	103,143.81	123,532.76	113,966.88	96,561.04	88,301.93	
329.55	1,873.00	0.00	1,165.20	30.22	464.11	1,331.11	366.18	2,343.58	61.20	61.20	61.20	Items NOT Ticked on Receipts Tab
(18,311.48)	(1,445.09)	(1,195.58)	(1,240.49)	(1,316.87)	(1,158.46)	(1,805.19)	(916.74)	(1,406.21)	(1,161.17)	(1,400.20)	(860.52)	Items NOT Ticked on Payments Tab
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
91,641.74	105,141.23	92,732.07	91,971.08	94,728.09	105,131.88	93,517.73	102,593.25	124,470.13	112,866.91	95,222.04	87,502.61	

0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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*J. CURTIS*

ALEXANDER CONSTANTINIS

*AC*


# Heatherside Pre-School

## Income & Expenditure Account for the Period September 2022 to August 2023

**Aug 2023**

	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Full Year
<b>Income:</b>													
SCC Grant	0.00	0.00	0.00	0.00	380.00	0.00	0.00	0.00	1,000.00	0.00	0.00	0.00	1,380.00
SCC Fees	13,235.82	19,292.93	768.81	90.00	14,718.58	0.00	0.00	0.00	26,369.18	138.78	0.00	0.00	112,486.65
SCC Discretionary / Inclusion Funding	6,467.00	800.00	400.00	8,867.00	0.00	0.00	0.00	18,467.04	4,934.00	0.00	0.00	0.00	25,802.00
Parent Fees	3,601.65	5,302.50	69.30	2,257.53	226.70	1,987.31	1,708.03	2,600.00	2,441.59	0.00	0.00	1,734.00	18,186.80
Munch Club Fees	1,588.70	1,876.30	0.00	1,557.10	34.20	1,877.30	1,468.40	0.00	2,441.59	342.68	189.51	60.00	25,802.00
Fund Raising	0.00	0.00	6.24	0.00	363.52	146.55	366.18	39.60	1,892.90	0.00	0.00	0.00	18,186.80
Uniform	194.75	23.00	10.00	0.00	25.26	23.00	0.00	5.00	468.12	623.59	0.00	200.00	2,179.20
Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	116.75	10.00	0.00	10.00	412.76
Other	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deposit Account Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Income</b>	<b>25,087.92</b>	<b>27,294.73</b>	<b>1,254.35</b>	<b>12,771.63</b>	<b>15,748.26</b>	<b>23,439.67</b>	<b>3,542.61</b>	<b>21,111.64</b>	<b>37,222.54</b>	<b>1,115.05</b>	<b>189.51</b>	<b>2,004.00</b>	<b>170,781.91</b>
<b>Expenditure:</b>													
Wages & Salaries	35,549.88	11,358.68	10,599.00	11,025.25	10,075.24	10,428.86	11,258.29	10,278.49	12,095.75	10,278.39	16,133.87	9,316.78	158,398.48
Wages & Salaries - Munch Club	348.98	516.18	379.46	466.93	413.40	355.88	692.08	288.22	587.14	0.00	0.00	0.00	4,048.27
Wages & Salaries - Ers Pension	681.44	192.40	195.68	205.23	201.88	173.57	193.61	194.02	184.20	241.16	179.84	115.56	2,758.59
Rent	1,892.80	1,366.98	1,596.59	1,042.81	1,434.22	1,286.40	2,084.94	789.74	1,639.06	1,772.48	1,294.36	0.00	16,200.38
Rent - Munch Club	0.00	133.20	99.90	99.90	126.56	113.22	86.60	166.50	70.00	140.00	140.00	0.00	1,175.88
Materials	62.69	47.17	66.17	68.51	129.52	8.38	0.00	25.93	62.46	24.00	0.00	17.90	532.73
Equipment	0.00	12.79	373.05	407.99	386.94	233.33	0.00	0.00	39.89	0.00	0.00	0.00	1,453.99
Photocopying	30.00	31.85	30.00	30.00	30.00	36.00	33.00	33.00	33.00	37.91	33.00	33.00	390.76
Ink	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Uniform	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Insurance	800.83	0.00	0.00	0.00	0.00	0.00	304.50	0.00	0.00	0.00	0.00	0.00	304.50
Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	800.83
Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	37.50	0.00	0.00	0.00	37.50
Fund Raising	0.00	0.00	0.00	0.00	0.00	86.40	0.00	0.00	145.88	0.00	0.00	0.00	232.28
Administration	176.40	11.00	51.00	96.00	26.54	59.80	71.80	69.90	0.00	37.78	0.00	0.00	539.62
Petty Cash	167.58	0.00	262.66	0.00	155.40	254.04	0.00	166.32	216.58	0.00	0.00	151.25	930.15
Other	5.00	124.99	10.00	90.00	11.55	0.00	0.00	0.00	0.00	181.55	30.15	88.94	1,222.58
Depreciation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	184.22	542.18
Redundancy Account Deficit / (Surplus)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Expenditure</b>	<b>39,735.60</b>	<b>13,795.24</b>	<b>13,663.51</b>	<b>13,532.62</b>	<b>12,991.25</b>	<b>13,035.88</b>	<b>15,156.76</b>	<b>12,036.12</b>	<b>15,345.66</b>	<b>12,718.27</b>	<b>17,834.38</b>	<b>9,907.65</b>	<b>189,752.94</b>
<b>Surplus / (Deficit) for the Year</b>	<b>(14,647.68)</b>	<b>13,499.49</b>	<b>(12,409.16)</b>	<b>(760.99)</b>	<b>2,757.01</b>	<b>10,403.79</b>	<b>(11,614.16)</b>	<b>9,075.52</b>	<b>21,876.88</b>	<b>(11,603.22)</b>	<b>(17,644.87)</b>	<b>(7,903.65)</b>	<b>(18,971.03)</b>
<b>Surplus / (Deficit) Brought Forward</b>	107,210.50	92,562.82	106,062.31	93,653.15	92,892.16	95,649.17	106,052.96	94,438.81	103,514.33	125,391.21	113,787.99	96,143.12	107,210.50
<b>Surplus / (Deficit) Carried Forward</b>	<b>92,562.82</b>	<b>106,062.31</b>	<b>93,653.15</b>	<b>92,892.16</b>	<b>95,649.17</b>	<b>106,052.96</b>	<b>94,438.81</b>	<b>103,514.33</b>	<b>125,391.21</b>	<b>113,787.99</b>	<b>96,143.12</b>	<b>88,239.47</b>	<b>88,239.47</b>



ALEXANDER CONSTANTIN  


Caroline Hibberd  
37 Theobalds Way  
Frimley  
Camberley  
Surrey  
GU16 9RF

15 January 2023

Heatherside Pre-school  
Heatherside Community Centre  
Martindale Avenue  
Camberley  
GU15 1BB

Dear Kerrie,

**Accounts for the year ended 31 August 2023**

Enclosed is my completed independent examiners report for the year ended 31 August 2023 for you to file, together with the accounts, with The Charity Commission.

Also enclosed is a note of my fee which I have, unfortunately, had to increase slightly this year.

Yours sincerely,



Caroline Hibberd

**Heatherside Pre-School**  
**Registered Charity number: 1021400**  
**Independent Examiner's Report**  
**Year Ended 31 August 2023**

**Independent examiner's report to the trustees of Heatherside Pre-School**

I report to the trustees on my examination of the accounts of Heatherside Pre-School (Pre-School) for the year ended 31 August 2023.

**Responsibility and basis of report**

As the charity trustees of the Pre-School you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report I respect of my examination of the Pre-School's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

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

1. accounting records were not kept in respect of the Pre-School as required by section 130 of the Act; or
2. the accounts do not accord with those records.

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: *C Hibberd*

C Hibberd FCCA  
37 Theobalds Way  
Frimley  
Camberley  
Surrey  
GU16 9RF

Date: *15/1/2024*



# Heatherside Pre-school

Charity Number - 1021400

20<sup>th</sup> October 2023

Trustee Report 2022/23

HEATHERSIDE PRE-SCHOOL  
Heatherside Community Centre  
Martindale Ave  
Camberley  
GU15 1BB

## TRUSTEES

Alex Constantine  
John Curtis  
Kim Leyton

The Trustees of Heatherside Pre-school present their annual report and audited accounts for the year ended 31 August 2023 and confirm they comply with the requirements of the Charities Act 2011

Our aim is to help children grow as individuals and to develop both practical and social skills. cater for physical, social, emotional and cognitive development, promoting learning through play.

## STRUCTURE, GOVERNANCE AND MANAGEMENT

The Trustee, are responsible for the overall management and control of the Heatherside Pre-school and meet six times a year. The work of implementing most of their policies is carried out by the Committee and the Pre-school Supervisor. The Committee work under the appointed chair after the AGM at the beginning of the academic year. All trustees and committee members give their time freely and no remuneration or expenses were paid in the year.

## ACHEIVEMENTS AND PERFORMANCES

We had yet another fantastic year of fundraising. We are fundraising for the purchase of a metal fence to go around the grassed area at the front of the Community Centre

A member of staff gained full Level 3 qualification.

We had an Ofsted visit in November and were awarded a GOOD Status

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Registered Charity No: 1021400

Heatherside Community Centre, Martindale Avenue, Camberley, Surrey GU15 1BB  
07778 835165 [www.heathersidepreschool.org.uk](http://www.heathersidepreschool.org.uk) [heathersidepreschool@hotmail.com](mailto:heathersidepreschool@hotmail.com)



## Heatherside Pre-school

Delivered a new initiative to children through a program via Surrey Early years from the '1 Can' charity.

### Overview for 2022 & 23

Pre-school -

35 children left to go to their new infant schools leaving 19 children returning. We secured an additional 22 children both from our enrolment and from enquiries over the summer term. Start of the year went well with our numbers at 41. We had a good response to the Munch Club, and it filled very quickly.

Our fees were set at £6.65 an hour and our government funding were £4.87

Staff carried out their Paediatric First Aid training in January 2023 and various on-line workshops.

Pre-school held an Open morning for new starters in June which was well attended.

We have 4 identified SEN child and have employed 4 staff members to work 1:1 with Discretionary funding grant.

We have 1 member of staff qualified her Level 3 training.

Pre-school Fundraising team held lots of fund-raising events -

Total for 2022/23 Fund Raising came to £2206.47..Fantastic achievement. The fundraising went towards additional resources for the preschool. Its helps fund the extra bits we do with the children. We have also purchased indoor and SEN resources and helped support our Coronation party. Our aim for the next year is to continue fund raising so we can replace some of the old toys and equipment and to buy some bits we need.

### RAISED

Second Hand Uniform Sale	£23.26
Christmas Raffle	£358.00
Cake Sale	£146.55
Pop up coffee shop	£366.18
Amazon	£6.24
Amazon	£5.52

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# Heatherside Pre-school

Amazon	£5.00
Amazon	£17.12
Sport A Thon	£451.00
Summer Fair	£627.60
Photographer	£200.00

## SPENT

2 x CD players	£179.98
2 x walkie Talkies	£193.70
SEN resources	£27.94
Nexus	£431.94
Book bags for I-Can	£39.89
Coronation party	£22.44
Coronation party	£4.35
Coronation party	£4.99
Coronation party	£6.00
Coronation party	£50.17
Letters & Sounds	£69.90

Karen Jones & Rachel Thompson, both left us this year, both carried on in education. Gemma Miles started working with us in January 2023 and we will be welcoming a new staff member in September 2023.

## AGM

Our Chairperson and Treasurer will be remaining on the Committee, the secretary has resigned and a new one will be appointed at the AGM, the Fundraisers will be stepping down this year and we will be looking to replace with new parents.

## RESERVES AND FINANCIAL HEALTH

The Trustees regularly review the finances, budgets and spend against budget together with a monthly cash flow analysis as part of the effective stewardship of the Pre-school. The trustees recognise that the build-up of reserves is needed as the cohort of children year on year fluctuates greatly and the funding is released termly which has an impact on the cash flow of the Pre-school.

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