

Charity registration number 1083895 (England and Wales)

Company registration number 04060959

**CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND
SUBSIDIARY**

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

LEGAL AND ADMINISTRATIVE INFORMATION

| | | |
|---|--|------------------------|
| Trustees | Ms C Thurgood Mr R J Parker Mr H R Jenkins Mr P F Selley | (Appointed 9 May 2025) |
| Secretary | Mrs R Khalid | |
| Charity number (England and Wales) | 1083895 | |
| Company number | 04060959 | |
| Registered office | 25 Blakenham Road London SW17 8NE | |
| Auditor | Kirk Rice LLP 3rd Floor, Zeeta House 200 Upper Richmond Road Putney London United Kingdom SW15 2SH | |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

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CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

Our commitment to serving children, families, and communities has guided every decision this year. It has been a year of both progress and challenge, but through effective budgetary control, strengthened financial systems, and regular reviews at Executive Committee meetings, we have maintained stability while ensuring our services remain accessible, sustainable, and of high quality.

Several of our centrally managed groups have performed well, and we remain attentive to the unique needs of each location. At the same time, we lost two successful out-of-school care (OSC) services due to the government's national wraparound programme, as schools chose not to renew premises hire contracts. This has placed financial strain on the charity and highlighted risks to the sustainability of our community-based childcare model.

Despite these setbacks, we remain a reflective and resilient organisation. We continue to support the children who attend our settings, the families who rely on our services, and the dedicated staff who make our work possible. In response to rising minimum wage pressures, we have implemented modest staff pay increases through careful financial planning.

Our commitment to supporting families financially also remains strong. We continue to subsidise childcare fees and provide discounts for siblings, NHS employees, and our own staff, particularly in disadvantaged areas, while delivering quality childcare services to our communities. We have also managed to provide financial support within our limitations to one of our member early years settings.

Government funding for 15 and 30 hours of childcare continues to be a vital source of support, benefiting both parents and the charity. We are grateful for this provision, which enables us to maintain affordability and accessibility across our services.

This year, we introduced a Long Service Recognition Programme to honour staff dedication and commitment. To further strengthen team cohesion, we organised a joint inset day focused on forest school principles and nature-based learning. Staff welfare remains a priority: we continue our partnership with Health Assured and plan to introduce a dedicated staff wellbeing day. To remain competitive, we strive to keep staff wages aligned with market trends.

Our trading arm, Childcare Answered, continues to make a meaningful financial contribution to the charity. We are actively exploring new venues to expand our services, alongside developing new avenues for income generation. As part of this strategy, we are preparing to open another term-time childcare provision in the coming months.

We remain committed to our mission and will continue adapting to ensure we serve our communities with integrity, compassion, and financial responsibility.

Mr H R Jenkins

Chairman

Date: 22 December 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors of Childcare and Business Consultancy Services and Subsidiary for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

The primary aims of Childcare and Business Consultancy Services ("CBCS"), as outlined in its Constitution, are to advance the education and development of children up to the age of 11 by supporting parents in understanding and meeting their children's needs through community-based groups. These aims are pursued by:

- Promoting the establishment of groups that provide suitable play facilities and encourage parental involvement and responsibility in group activities.
- Providing ongoing support, guidance, and assistance to such groups, with a particular focus on ensuring inclusive opportunities for all children, regardless of race, culture, religion, disability, or financial means.
- Organising courses, discussions, conferences, and meetings, and publishing magazines, books, pamphlets, and papers aligned with these objectives.
- Developing and promoting relevant training to support the achievement of these aims.
- Supporting research into the needs of children and their families, and raising public awareness and understanding of these needs.
- Collaborating with other charitable organisations that share similar goals, both nationally and internationally.
- Working in partnership with statutory bodies and other service providers.
- Undertaking any other lawful activities necessary or beneficial to achieving the above aims.

In setting our objectives and planning our activities, the Trustees have taken into account the Charity Commission's general guidance on public benefit, including its supplementary advice.

Financial Controls

The Association operates full internal financial controls in accordance with the guidance outlined by the Charity Commissioners in March 1996 in their publication "Internal Financial Controls for Charities" (Publication CC8).

Investment Powers and Restrictions

The Association has no special investment powers and no restrictions apply other than those contained within the Trustee Investment Act 1961.

Achievements and performance

Significant activities and achievements against objectives

During this year, CBCS provided consultancy and payroll services to three member settings. We also delivered full management services to eight centrally managed settings for part of the year. This reduction was due to one of our well-established Out of School Club (OSC) services being taken in-house by the school under the Government's national wraparound care initiative. The level of support we offer continues to vary depending on the needs of individual groups at any given time. Our experienced advisory team remains responsive, directing their efforts where support is most urgently required. All centrally managed settings received a resource grant, which we aim to maintain going forward. We have successfully achieved our objectives throughout the year by supporting both member groups and centrally managed settings. In line with our charitable mission, we continue to subsidise childcare places for eligible children attending centrally managed groups through our trading arm, Childcare Answered Limited. This initiative helps families who may struggle with childcare costs, ensuring access to quality care remains inclusive. We have now introduced a more formal process for settings to request full or partial funding for a child's placement, allowing CBCS to improve transparency and reporting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

To strengthen recruitment and improve occupancy across our settings, CBCS is actively leveraging social media platforms to engage wider audiences and promote our services. This digital outreach supports our efforts to attract qualified candidates and raise awareness of available childcare places. In support of employee wellbeing, the charity has partnered with Health Assured to provide mental health and wellbeing resources to all staff. This includes access to confidential support services and guidance on managing workplace stress. We also plan to introduce a dedicated staff wellbeing day in the near future to further reinforce our commitment to staff welfare. To remain competitive within the sector, staff salaries are regularly reviewed and adjusted to reflect current market trends. This ensures that our compensation remains fair and attractive across all roles, helping us retain skilled professionals and maintain high standards of care.

CBCS continues to invest in professional development. We work with an online training portal to support both permanent and temporary staff, and collaborate with external trainers and local authorities to deliver essential training such as First Aid, Food Safety, and Safeguarding. We are also working closely with apprentice providers to enhance staff learning and development in line with government initiatives. Currently, three apprentices are undergoing training. In the 2024–25 fiscal year, CBCS operated three/four Out of School Clubs, offering limited holiday care at one location, with plans to expand services in the near future.

CBCS works closely with member group management and staff to ensure high-quality care and tailored learning opportunities for each child. Our designated Childcare Education Advisor (CEA) provides support through on-site visits and phone consultations, ensuring compliance with OFSTED, EYFS, and internal policies. We continue to deliver excellent childcare services while keeping them affordable. All our settings are OFSTED-registered and cater to children aged 6 months to 11 years. Our early years settings benefit from government funding for children aged 9 months to 5 years, offering 15 or 30 hours of care per week. Several settings have successfully secured SENIF grants to provide additional support for children with special educational needs. All centrally managed and member settings have received a good Ofsted outcome.

Our central team and managers work collaboratively to support new staff and ensure that all policies and procedures are properly implemented. We emphasise the importance of compliance with OFSTED and other regulatory requirements. All relevant policies are reviewed regularly and updated to reflect statutory changes. In addition, our central team, in partnership with our IT consultant, is focused on strengthening cyber and online security to ensure robust data protection across all systems.

We continue to uphold our commitment to developing integrated services for children across the Borough of Wandsworth and surrounding areas, working through both member groups and centrally managed settings. Our Early Years provisions offer funded places for children aged 9 months to 5 years, ensuring access to quality care and education from the earliest stages.

To support this mission, our trading arm, Childcare Answered (CA), established in June 2008, has played a vital role in strengthening the charity's financial operations. CA continues to build its reputation as a reliable provider of quality temporary staff, regularly supplying agency cover to most member groups and to Children's Centre crèche provisions across Wandsworth. It also provides staffing services to other local authority groups when crèche support is required.

Beyond staffing, CA has supported the charity by securing donations for various initiatives, including resource grants and subsidies for childcare spaces for eligible families. Although the redevelopment of the CA website is still underway, it is actively promoted on the charity's main website. Additional social media platforms are being utilised to improve registration and attract new clients. Thanks to the focused efforts of our central team, recruitment through CA has recently increased, which will further enhance the charity's support capacity.

Financial review

Total income from donations and legacies amounted to £18,097 (2024: £25,230), of which £3,938 was restricted (2024: £13,525). The Group also recognised £2,454,911 (2024: £2,128,388) in income from other trading activities and £9,673 (2024: £7,813) from investments.

Total Group expenditure was £2,271,949 (2024: £2,209,211), including £637 of restricted expenditure (2024: £14,318).

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Reserves policy

The Directors have examined the Charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets (the free reserves) held by the charity should be 3 months of the resources expended within the central running costs of the organisation and in addition the full redundancy costs of the association central staff and staff in the centrally managed groups.

The Group holds reserves totalling £717,043 split between restricted funds of £45,317 and unrestricted funds of £671,726. The results for the year and the charity's financial position at the end of the year are shown in detail in the attached financial statements. These comply with current statutory requirements and the charity's constitution. The Directors recognise that the financial reserves are at an appropriate level for the charity's activities and will be monitored continuously.

Major risks

Risk Review

The Directors believe the charity is in a stable position and will be able to continue its work for the foreseeable future. Based on current plans and financial information, the accounts have been prepared on a going concern basis.

We regularly look at the main risks that could affect the charity and take steps to manage them. This includes thinking ahead about possible changes to funding and planning how we can stay financially secure. We are working on a Reserves Policy to help us prepare for unexpected challenges.

To keep things running smoothly, we have clear processes in place for approving spending and managing projects. These are reviewed from time to time to make sure they still work well for us.

We've also taken extra care to protect the charity's money by following the latest guidance from the Charity Commission and working closely with our auditors to make sure our financial checks are strong and up to date.

Structure, governance and management

This has been another varied year of successful operation. We have continued to provide services to Groups who pay Consultancy charges. In addition, we operate a number of directly managed Groups who fall within the scope of CBC Services operation.

The trustees delegate day-to-day management of the charity to Chief Executive Officer Robina Khalid who is currently still in this position as at the date of signing the financial statements.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms C Thurgood

Mr G Stephen

(Resigned 26 November 2024)

Mr R J Parker

Mr H R Jenkins

Mr P F Selley

(Appointed 9 May 2025)

Recruitment and appointment of trustees

The Directors of the company are also charity trustees for the purposes of charity law. People interested in becoming Directors of CBC Services are nominated and seconded at the Trustees Meetings.

The structure of the Board changed during the year, as the Chair, Graeme Stephen resigned and was subsequently replaced. The structure is typically stable and lays down processes for the operation of the Charity. We believe that the wide range of experience of individuals on the Board lends itself to the effective operation of the Charity.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The group's current policy concerning the payment of trade creditors is to follow the CBI's Prompt Payers Code (copies are available from the CBI, Centre Point, 103 New Oxford Street, London WC1A 1DU).

The company's current policy concerning the payment of trade creditors is to:

- settle the terms of payment with suppliers when agreeing the terms of each transaction;
- ensure that suppliers are made aware of the terms of payment by inclusion of the relevant terms in contracts; and
- pay in accordance with the company's contractual and other legal obligations.

Trade creditors of the group at the year end were equivalent to 1.50 day's purchases, based on the average daily amount invoiced by suppliers during the year.

Legal status

The Charity is a company limited by guarantee, incorporated on 29th August 2000 and re-registered as a charity on 30th November 2000. The company operates under a revised Memorandum of Association, which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

Organisational structure

CBCS currently manages four groups directly. The financial accounts provided do not reflect the results of the member groups, as they operate independently. For the financial year ended 31st March 2025, there were six groups under the central management of CBC Services.

Effective 24th July, 2024, the management of Allfarthing OSC has been transitioned in-house by the school following the implementation of the national wrap-around program. Additionally, a small playgroup has ceased operations due to financial difficulties stemming from low enrolment, effective July 24, 2024. The staff from this facility have been reassigned to another group under the direct management of CBCS.

All together the charity ceased operating two successful out of school care (OSC) services following the non renewal of premises hire contracts by partner schools. These closures, linked to the government's national wraparound programme. While the charity remains resilient, the closures have reduced the scope of our childcare provision and placed financial strain on the organisation, highlighting risks to the sustainability of our community based childcare model.

The financial outcomes of the centrally managed groups differ, but collectively, they contribute positively to the overall income of the Charity and will, in the long run, bolster its initiatives with member groups.

Relationship with wider network

Related parties

During the year, the charity did not enter into any transactions with its trustees or other related parties that require disclosure under the Charities SORP (FRS 102), other than those detailed in Note 22. No trustee or person related to a trustee had any personal interest in any contract or transaction entered into by the charity during the year.

The charity is part of a group structure that includes Childcare Answered. Transactions between the charity and its subsidiary are conducted on normal commercial terms and are eliminated on consolidation. Details of the subsidiary's financial results for the year are provided in Note 23 to the financial statements.

Auditor

In accordance with the company's articles, a resolution proposing that Kirk Rice LLP be reappointed as auditor of the company will be put at a General Meeting.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

Please note (CM) denotes centrally managed Groups.

PUTNEY

Ashburton Playgroup (Member setting)
Fledglings Playgroup at St. Pauls (CM)

CENTRAL WANDSWORTH

Playhouse Playgroup (Member setting)
Fledglings on the Commons (CM)

BATTERSEA

Ethelburga Early Years (Member setting)
Fledglings Kindergarten Childcare services ceased because of the non-renewal of the hiring contract by the school as of 30th September 2025.

BALHAM & TOOTING

Fledglings Early Years & Out of School Care (CM)
Fledglings at Rookstone Road has discontinued its childcare services as of 24th July 2024, due to low occupancy.

HAMMERSMITH & FULHAM

Fledglings at the Palace Nursery (CM)

OUT OF SCHOOL CARE only

Penwortham Out of School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 18th July 2025.
Allfarthing Out of School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 24th July 2024.
St Anne's After School Care (CM) Childcare services ceased because of the non-renewal of the hiring contract by the school as of 18th July 2025.

The trustees' report was approved by the Board of Trustees.

Mr H R Jenkins
Trustee

22 December 2025

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Opinion

We have audited the consolidated financial statements of Childcare and Business Consultancy Services (the 'charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, the consolidated and charity balance sheet, the consolidated statement of cashflow and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our audit approach was developed by obtaining an understanding of the charity's activities, the key functions undertaken on behalf of the Board by management and by service organisations, and the overall control environment. Based on this understanding we assessed those aspects of the charity's transactions and balances which were most likely to give rise to a material misstatement and were most susceptible to irregularities including fraud or error. Specifically, we identified what we considered to be key audit risks and planned our audit approach accordingly.

We gained an understanding of the legal and regulatory framework applicable to the charity and the industry in which it operates, and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to compliance with Companies Act 2006, Charities Act 2022, FRS 102, and regulations such as the Children Act 1989 and 2004 which affect the charity.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

We focused on laws and regulations that could give rise to a material misstatement in the charity financial statements. Our tests included, but were not limited to:

- Agreement of the financial statements disclosures to underlying supporting documentation;
 - Enquiries of management;
 - Considering the effectiveness of control environment in monitoring compliance with laws and regulations.
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CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

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

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

James Moody (Senior Statutory Auditor)

For and on behalf of Kirk Rice LLP, Statutory Auditor

3rd Floor, Zeeta House
200 Upper Richmond Road
Putney
London
SW15 2SH
United Kingdom
22 December 2025

Kirk Rice LLP is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ |
|---|-------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Income from: | | | | | | | |
| Donations and legacies | 3 | 14,159 | 3,938 | 18,097 | 11,705 | 13,525 | 25,230 |
| Other trading activities | 4 | 2,454,911 | - | 2,454,911 | 2,128,388 | - | 2,128,388 |
| Investments | 5 | 9,673 | - | 9,673 | 7,813 | - | 7,813 |
| Total income | | <u>2,478,743</u> | <u>3,938</u> | <u>2,482,681</u> | <u>2,147,906</u> | <u>13,525</u> | <u>2,161,431</u> |
| Expenditure on: | | | | | | | |
| Charitable activities | 6 | 2,269,649 | 637 | 2,270,286 | 2,191,659 | 14,318 | 2,205,977 |
| Other expenditure | 12 | 1,663 | - | 1,663 | 3,234 | - | 3,234 |
| Total expenditure | | <u>2,271,312</u> | <u>637</u> | <u>2,271,949</u> | <u>2,194,893</u> | <u>14,318</u> | <u>2,209,211</u> |
| Net income/(expenditure) and movement in funds | | 207,431 | 3,301 | 210,732 | (46,987) | (793) | (47,780) |
| Reconciliation of funds: | | | | | | | |
| Fund balances at 1 April 2024 | | 464,295 | 42,016 | 506,311 | 511,282 | 42,809 | 554,091 |
| Fund balances at 31 March 2025 | | <u>671,726</u> | <u>45,317</u> | <u>717,043</u> | <u>464,295</u> | <u>42,016</u> | <u>506,311</u> |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2025

| | Notes | GROUP 2025 £ | GROUP 2024 £ | CHARITY 2025 £ | CHARITY 2024 £ |
|---|-------|-----------------------|-----------------------|-----------------------|-----------------------|
| Fixed assets | | | | | |
| Tangible assets | 14 | 4,450 | 4,622 | 1,677 | 2,529 |
| Investments | | - | - | 4 | 4 |
| | | <u>4,450</u> | <u>4,622</u> | <u>1,681</u> | <u>2,533</u> |
| Current assets | | | | | |
| Debtors | 15 | 89,499 | 45,384 | 89,175 | 38,155 |
| Cash at bank and in hand | | 756,639 | 615,367 | 688,048 | 581,741 |
| | | <u>846,138</u> | <u>660,751</u> | <u>777,223</u> | <u>619,896</u> |
| Creditors: amounts falling due within one year | 16 | (133,545) | (159,062) | (74,268) | (128,525) |
| Net current assets | | <u>712,593</u> | <u>501,689</u> | <u>702,955</u> | <u>491,371</u> |
| Total assets less current liabilities | | <u>717,043</u> | <u>506,311</u> | <u>704,636</u> | <u>493,904</u> |
| Net assets excluding pension liability | | <u>717,043</u> | <u>506,311</u> | <u>704,636</u> | <u>493,904</u> |
| | | <u><u>717,043</u></u> | <u><u>506,311</u></u> | <u><u>704,636</u></u> | <u><u>493,904</u></u> |
| The funds of the Charity | | | | | |
| Restricted income funds | 19 | 45,317 | 42,016 | 45,317 | 42,016 |
| Unrestricted funds | | 671,726 | 464,295 | 659,319 | 451,888 |
| | | <u>717,043</u> | <u>506,311</u> | <u>704,636</u> | <u>493,904</u> |
| | | <u><u>717,043</u></u> | <u><u>506,311</u></u> | <u><u>704,636</u></u> | <u><u>493,904</u></u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charity.

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

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

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CHARITY AND CONSOLIDATED BALANCE SHEETS

AS AT 31 MARCH 2025

The financial statements were approved by the trustees on 22 December 2025

Mr H R Jenkins
Trustee

Company registration number 04060959 (England and Wales)

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | 2025 £ | £ | 2024 £ | £ |
|---|-------|-----------|----------------|-----------|----------------|
| Cash flows from operating activities | | | | | |
| Cash generated from operations | 24 | | 133,962 | | 23,179 |
| Investing activities | | | | | |
| Purchase of tangible fixed assets | | (2,363) | | (2,927) | |
| Investment income received | | 9,673 | | 7,813 | |
| Net cash generated from investing activities | | | 7,310 | | 4,886 |
| Net cash used in financing activities | | | - | | - |
| Net increase in cash and cash equivalents | | | 141,272 | | 28,065 |
| Cash and cash equivalents at beginning of year | | | 615,367 | | 587,302 |
| Cash and cash equivalents at end of year | | | <u>756,639</u> | | <u>615,367</u> |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Childcare and Business Consultancy Services and Subsidiary is a private company limited by guarantee incorporated in England and Wales. The registered office is 25 Blakenham Road, London, SW17 8NE.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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 Charity is a Public Benefit Entity as defined by FRS 102.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The charity has taken the exemption available from presenting a statement of cash flows in its individual financial statements. The charity is a parent entity and prepares publicly available consolidated financial statements, which are intended to give a true and fair view and include a consolidated statement of cash flows.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the Charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the Charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the Charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.5 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.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

| | |
|-----------------------|-------------|
| Plant and equipment | 25% on cost |
| Fixtures and fittings | 25% on cost |
| Computers | 33% on cost |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the Charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Financial instruments

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Charity's balance sheet when the Charity becomes party to the contractual provisions of the instrument.

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

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

Derecognition of financial liabilities

Financial liabilities are derecognised when the Charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

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

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Critical accounting estimates and judgements

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

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

3 Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ |
|---------------------|------------------------------------|----------------------------------|--------------------|------------------------------------|----------------------------------|--------------------|
| Donations and gifts | 5,054 | - | 5,054 | 862 | - | 862 |
| Grants | 9,105 | 3,938 | 13,043 | 10,843 | 13,525 | 24,368 |
| | 14,159 | 3,938 | 18,097 | 11,705 | 13,525 | 25,230 |
| | 14,159 | 3,938 | 18,097 | 11,705 | 13,525 | 25,230 |

4 Income from other trading activities

| | Unrestricted funds 2025 £ | Unrestricted funds 2024 £ |
|--------------------------|------------------------------------|------------------------------------|
| FNEP | 540,052 | 206,262 |
| PM Sessions | 3,174 | 613 |
| Parental fees | 1,202,524 | 1,123,496 |
| Community centre hire | 252 | 858 |
| Party income | 1,140 | 1,200 |
| Agency fees | 10,311 | 21,318 |
| Caras office hire | | 9,329 |
| Caras community centre | | 2,288 |
| Consultancy charges | 6,849 | 9,682 |
| BC/ASOC fees | 621,507 | 705,648 |
| Management fees | - | 1,745 |
| Wages reimbursed | 18,358 | 14,100 |
| Sundry income | 41,251 | 18,757 |
| Registration fees | 8,309 | 8,793 |
| Training income | 1,183 | 4,300 |
| | 2,454,911 | 2,128,388 |
| Other trading activities | 2,454,911 | 2,128,388 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

5 Income from investments

| | Unrestricted funds 2025 £ | Unrestricted funds 2024 £ |
|---------------------|------------------------------------|------------------------------------|
| Interest receivable | 9,673 | 7,813 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Expenditure on charitable activities

| | Central | St Pauls | Penwortham OSC | Fledglings on the common | Fledglings at the palace | St Annes OSC | Fledglings Tooting | AOSC | Fledglings Kindergarten | Fledglings at Rockstone Road | Total | Total |
|-----------------------------|----------------|---------------|----------------|--------------------------|--------------------------|---------------|--------------------|---------------|-------------------------|------------------------------|------------------|------------------|
| | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2025 | 2024 |
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Direct costs | | | | | | | | | | | | |
| Staff costs | 410,233 | 28,141 | 162,552 | 193,016 | 118,282 | 31,624 | 307,613 | 54,426 | 68,417 | 6,961 | 1,381,265 | 1,297,399 |
| Depreciation and impairment | 2,535 | - | - | - | - | - | - | - | - | - | 2,535 | 2,139 |
| Running costs | 109,808 | 1,401 | 18,274 | 32,307 | 68,369 | 3,105 | 48,387 | 1,762 | 6,393 | 413 | 290,219 | 257,363 |
| Insurance | 3,139 | 375 | 1,961 | 1,653 | 1,962 | 396 | 3,488 | 1,069 | 549 | 208 | 14,800 | 22,830 |
| Telephone | 5,792 | 533 | 2,477 | 2,676 | 2,492 | 538 | 6,090 | 489 | 2,580 | 488 | 24,155 | 17,768 |
| Postage and Stationary | 4,023 | - | - | - | 13 | - | - | - | - | - | 4,036 | 2,574 |
| Advertising | - | - | - | - | - | - | - | - | - | - | - | 3,056 |
| Sundry | 180 | - | - | - | 75 | - | - | - | - | - | 255 | 5,100 |
| Training | 3,383 | 125 | - | 25 | - | - | - | - | - | - | 3,533 | 5,330 |
| Senif Funding | - | - | - | - | - | - | - | - | - | - | - | 14,318 |
| Agency staff | - | 5,509 | 17,603 | 73,425 | 71,936 | 3,071 | 29,978 | 6,397 | 13,871 | 1,510 | 223,300 | 236,915 |
| Rent | 14,834 | 10,153 | 17,451 | 6,600 | 94,500 | - | 14,340 | 2,250 | - | 4,400 | 164,528 | 166,702 |
| | 553,927 | 46,236 | 220,319 | 309,702 | 357,630 | 38,735 | 409,896 | 66,393 | 91,810 | 13,980 | 2,108,626 | 2,031,494 |
| Support | 13,850 | 3,989 | 18,335 | 28,160 | 36,198 | 3,734 | 34,555 | 3,924 | 6,186 | 1,929 | 150,860 | 158,198 |
| Governance | 2,871 | 324 | 1,728 | 1,350 | 1,350 | 324 | 1,674 | 720 | 324 | 135 | 10,800 | 16,285 |
| | 570,648 | 50,549 | 240,382 | 339,212 | 395,178 | 42,793 | 446,125 | 71,037 | 98,320 | 16,044 | 2,270,286 | 2,205,977 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

| | | | |
|----------|------------------------------|-------------|-------------|
| 7 | Net movement in funds | 2025 | 2024 |
| | | £ | £ |

The net movement in funds is stated after charging/(crediting):

| | | |
|--|-------|-------|
| Fees payable for the audit of the charity's financial statements | 4,525 | 6,824 |
| Depreciation of owned tangible fixed assets | 2,535 | 2,139 |

| | | |
|--|-------------------|-------------------|
| | <u> </u> | <u> </u> |
|--|-------------------|-------------------|

| | | | |
|----------|--|-------------|-------------|
| 8 | Support costs allocated to activities | 2025 | 2024 |
| | | £ | £ |

| | | |
|------------------|---------|---------|
| Staff costs | 150,861 | 158,196 |
| Governance costs | 10,800 | 16,286 |

| | | |
|--|-------------------|-------------------|
| | <u> </u> | <u> </u> |
|--|-------------------|-------------------|

| | | |
|--|----------------|----------------|
| | <u>161,661</u> | <u>174,482</u> |
|--|----------------|----------------|

Analysed between:

| | | |
|---------|---------|---------|
| Central | 161,661 | 174,482 |
|---------|---------|---------|

| | | |
|--|-------------------|-------------------|
| | <u> </u> | <u> </u> |
|--|-------------------|-------------------|

| | | | |
|----------|---|-------------|-------------|
| 9 | Auditor's remuneration | | |
| | Fees payable to the charity's auditor and associates: | 2025 | 2024 |
| | | £ | £ |

For audit services

| | | |
|--|-------|-------|
| Audit of the financial statements of the charity | 4,525 | 6,824 |
|--|-------|-------|

| | | |
|--|-------------------|-------------------|
| | <u> </u> | <u> </u> |
|--|-------------------|-------------------|

| | | | |
|-----------|---|--|--|
| 10 | Trustees | | |
| | None of the trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year. | | |

| | | | |
|-----------|--|--|--|
| 11 | Employees | | |
| | The average monthly number of employees during the year was: | | |

| | | |
|--|-------------|-------------|
| | 2025 | 2024 |
| | Number | Number |

| | | |
|--|----|----|
| | 87 | 89 |
|--|----|----|

| | | |
|--|-------------------|-------------------|
| | <u> </u> | <u> </u> |
|--|-------------------|-------------------|

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

| 11 Employees | (Continued) | |
|-----------------------|------------------|------------------|
| Employment costs | 2025 | 2024 |
| | £ | £ |
| Wages and salaries | 1,407,996 | 1,330,018 |
| Social security costs | 73,419 | 77,482 |
| Other pension costs | 43,755 | 34,809 |
| | <u>1,525,170</u> | <u>1,442,309</u> |

There were no employees whose annual remuneration was more than £60,000.

Remuneration of key management personnel

During the financial year, aggregate payments of £45,714 (2024: £40,404) were made to those considered to be key management personnel.

| 12 Other expenditure | Unrestricted funds 2025 | Unrestricted funds 2024 |
|----------------------|-------------------------------|-------------------------------|
| | £ | £ |
| Financing costs | <u>1,663</u> | <u>3,234</u> |

13 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

14 Tangible fixed assets

| | Plant and equipment £ | Fixtures and fittings £ | Computers £ | Total £ |
|------------------------------------|-----------------------------|-------------------------------|----------------|------------|
| Cost | | | | |
| At 1 April 2024 | 101,050 | 2,171 | 21,071 | 124,292 |
| Additions | 344 | 2,019 | - | 2,363 |
| At 31 March 2025 | 101,394 | 4,190 | 21,071 | 126,655 |
| Depreciation and impairment | | | | |
| At 1 April 2024 | 100,967 | 896 | 17,807 | 119,670 |
| Depreciation charged in the year | 86 | 930 | 1,519 | 2,535 |
| At 31 March 2025 | 101,053 | 1,826 | 19,326 | 122,205 |
| Carrying amount | | | | |
| At 31 March 2025 | 341 | 2,364 | 1,745 | 4,450 |
| At 31 March 2024 | 83 | 1,276 | 3,263 | 4,622 |

15 Debtors

| | 2025 GROUP £ | 2024 GROUP £ | 2025 CHARITY £ | 2024 CHARITY £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Amounts falling due within one year: | | | | |
| Trade debtors | 50,482 | 5,282 | 49,885 | 4,487 |
| Amounts owed by subsidiary undertakings | - | - | 1,864 | - |
| Other debtors | 2,588 | 7,182 | 2,588 | 1,625 |
| Prepayments and accrued income | 36,429 | 32,920 | 34,838 | 32,043 |
| | 89,499 | 45,384 | 89,175 | 38,155 |

16 Creditors: amounts falling due within one year

| | GROUP 2025 £ | GROUP 2024 £ | CHARITY 2025 £ | CHARITY 2024 £ |
|---|--------------------|--------------------|----------------------|----------------------|
| Other taxation and social security | 51,136 | 55,074 | 15,988 | 14,945 |
| Deferred income | 7,249 | 60,425 | 7,248 | 60,425 |
| Trade creditors | 9,337 | 8,683 | 7,410 | 8,310 |
| Amounts owed to subsidiary undertakings | - | - | - | 21,804 |
| Other creditors | 17,464 | 16,650 | 9,425 | 8,611 |
| Accruals | 48,359 | 18,230 | 34,197 | 14,430 |
| | 133,545 | 159,062 | 74,268 | 128,525 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

17 Deferred income

| | 2025 | 2024 |
|-----------------------|--------------|---------------|
| | £ | £ |
| Other deferred income | 7,249 | 60,425 |
| | <u>7,249</u> | <u>60,425</u> |

Deferred income is included in the financial statements as follows:

| | 2025 | 2024 |
|-------------------------------------|--------------|---------------|
| | £ | £ |
| Deferred income is included within: | | |
| Current liabilities | 7,249 | 60,425 |
| | <u>7,249</u> | <u>60,425</u> |
| Movements in the year: | | |
| Deferred income at 1 April 2024 | 60,425 | 35,606 |
| Released from previous periods | (60,425) | (35,606) |
| Resources deferred in the year | 7,249 | 60,425 |
| | <u>7,249</u> | <u>60,425</u> |
| Deferred income at 31 March 2025 | <u>7,249</u> | <u>60,425</u> |

Deferred income relates to FNEP grant income for the Spring term.

18 Retirement benefit schemes

| | 2025 | 2024 |
|---|---------------|---------------|
| | £ | £ |
| Defined contribution schemes | | |
| Charge to profit or loss in respect of defined contribution schemes | 43,755 | 34,809 |
| | <u>43,755</u> | <u>34,809</u> |

The Charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund.

19 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

| At 1 April 2024 | Incoming resources | Resources expended | At 31 March 2025 |
|--------------------|-----------------------|-----------------------|---------------------|
| £ | £ | £ | £ |
| 42,016 | 3,938 | (637) | 45,317 |
| <u>42,016</u> | <u>3,938</u> | <u>(637)</u> | <u>45,317</u> |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds (Continued)

| Previous year: | At 1 April 2023 | Incoming resources | Resources expended | At 31 March 2024 |
|----------------|--------------------|-----------------------|-----------------------|---------------------|
| | £ | £ | £ | £ |
| | 42,809 | 13,525 | (14,318) | 42,016 |

20 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

| | At 1 April 2024 | Incoming resources | Resources expended | At 31 March 2025 |
|---------------|--------------------|-----------------------|-----------------------|---------------------|
| | £ | £ | £ | £ |
| General funds | 464,295 | 2,478,743 | (2,271,312) | 671,726 |

| Previous year: | At 1 April 2023 | Incoming resources | Resources expended | At 31 March 2024 |
|----------------|--------------------|-----------------------|-----------------------|---------------------|
| | £ | £ | £ | £ |
| General funds | 511,282 | 2,147,906 | (2,194,893) | 464,295 |

21 Analysis of net assets between funds

| | Unrestricted funds 2025 | Restricted funds 2025 | Total 2025 |
|------------------------------|-------------------------------|-----------------------------|---------------|
| | £ | £ | £ |
| At 31 March 2025: | | | |
| Tangible assets | 4,450 | - | 4,450 |
| Current assets/(liabilities) | 667,276 | 45,317 | 712,593 |
| | 671,726 | 45,317 | 717,043 |

| | Unrestricted funds 2024 | Restricted funds 2024 | Total 2024 |
|------------------------------|-------------------------------|-----------------------------|---------------|
| | £ | £ | £ |
| At 31 March 2024: | | | |
| Tangible assets | 4,622 | - | 4,622 |
| Current assets/(liabilities) | 459,673 | 42,016 | 501,689 |
| | 464,295 | 42,016 | 506,311 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

22 Related party transactions

Consultancy fees of £6,849 (2024: £9,132) were received from Ethelburga Early Years Centre, a group setting of Childcare and Business Consultancy Services. At the year end, £nil (2024: £5,557) was due from Ethelburga Early Years Centre.

Agency fees of £533,200 (2024 - £470,376) were paid to Childcare Answered Ltd for the provision of childcare services.

Childcare Answered Ltd is a 100% owned subsidiary of Childcare & Business Consultancy Services Ltd.

Childcare Answered Ltd has the registered office address of: 25 Blakenham Road, Tooting, London, SW17 8NE

23 Subsidiaries

These financial statements are consolidated with the inclusion of the below subsidiary.

Details of the Charity's subsidiary at 31 March 2025 are as follows:

| Name of undertaking and company number | Registered office | Nature of business | Class of shares held | % Held | |
|--|---|------------------------|----------------------|--------|----------|
| | | | | Direct | Indirect |
| Childcare Answered Ltd - 06549518 | 25 Blakenham Road, London, England SW17 8NE | Provision of childcare | Ordinary | 100.00 | |

The aggregate capital and reserves and the result for the year of subsidiaries included in the consolidation was as follows:

| Name of undertaking and company number | Profit/(Loss) | Capital and Reserves |
|--|---------------|----------------------|
| | £ | £ |
| Childcare Answered Ltd - 06549518 | - | 12,411 |

CHILDCARE AND BUSINESS CONSULTANCY SERVICES AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

| 24 Cash generated from operations | 2025 | 2024 |
|---|----------------|---------------|
| | £ | £ |
| Surplus/(deficit) for the year | 210,732 | (47,780) |
| Adjustments for: | | |
| Investment income recognised in statement of financial activities | (9,673) | (7,813) |
| Depreciation and impairment of tangible fixed assets | 2,535 | 2,139 |
| Movements in working capital: | | |
| (Increase)/decrease in debtors | (44,115) | 9,046 |
| Increase in creditors | 27,659 | 42,768 |
| (Decrease)/increase in deferred income | (53,176) | 24,819 |
| Cash generated from operations | <u>133,962</u> | <u>23,179</u> |

25 Analysis of changes in net funds

The Charity had no material debt during the year.