

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Report and Financial Statements for the year ended 31 March 2020

Charity number 1130383

Company number 06777508

Trustees Annual Report
ARC COMMUNITY TRUSTEES
(Limited by Guarantee)
for the year ended 31 March 2020

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for the year ended 31 March 2020

Administrative information

Trustees

James Rickard (appointed 6 January 2020) (Chairperson)

Peter Ames (Treasurer)

Emilie Schmidlechner

Susan McGuinness (appointed 6 January 2020 and resigned 14 September 2020)

Anna Nicol (appointed 25 September 2019 and resigned 14 July 2020)

Marie Gaffuri (resigned 29 July 2020)

Karen O' Connor (resigned 1 May 2020)

Jana How (resigned 1 January 2020)

Peter Quinn (resigned 28 November 2019)

Company registration number

06777508

Charity registration number (England and Wales)

1130383

Company Secretary

Nathan Maknight Company Secretarial Limited

Bankers

C. Hoare & Co.

Auditors

Lubbock Fine

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Registered Office

39 Crosby Row,

London,

SE1 3YD

Trustees Annual Report

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for the year ended 31 March 2020

The Trustees present their report and the audited financial statements for the year ended 31 March 2020.

The financial statements have been prepared in accordance with the accounting policies set out on pages 14 and 15 and comply with the Memorandum and Articles of Association, applicable laws and the requirements of the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP), the Charities Act 2011 and the Companies Act 2006.

Structure, Governance and Management

Governing document

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

Recruitment and appointment of directors

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

Organisational structure

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

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

Risk Management

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

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

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Mission, Purpose and Objectives

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

Our Mission

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

Our Charitable Purpose

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

Our Objectives

The Charity's objectives are:

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

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

Public Benefit

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

Measuring our achievements against the Charity's objectives

The Charity has discharged its objectives by pursuing three complementary activities in the year to 31 March 2020. Firstly, the core activity of the Charity is to provide excellent early pre-school education and care through the provision of services at the Arc Nursery. In addition, as a core component of this service provision the Charity provides places to children on a substantially subsidised basis. These places are not fixed in number and their allocation to children is determined by the Trustees on the basis of need. Finally, the charity has continued to provide pre-school education and care on a fully subsidised basis at St Hugh's Church (London, SE1). The trustees are satisfied that the charity performed adequately well during the period under review considering each of their objectives, but it should be noted that the St Hugh's venture has been suspended as at July 2019, with a view to focussing on the two core objectives of the charity.

Review of the Year

This year has shown a decrease in incoming resources for our charity. Revenue from restricted and unrestricted sources decreased by some £76,827 (2019: £14,342). There was no change in the balance of restricted reserves of the Charity whereas unrestricted reserves decreased by £87,104 (2019: £94,025). Our unrestricted reserves at the end of the financial year were £146,568 (2019: £233,672).

Overall review of the Charity's performance

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

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The impact of COVID-19 as the pandemic developed was monitored by the board and contingency plans developed to model a number of scenarios to ensure the Charity is able to survive in challenging conditions if lockdowns were brought in place as seen in other parts of the world.

Financial Review

The Trustees are satisfied that the underlying financial performance of the Charity remains robust. Overall average occupancy decreased to 75% (2019: 82%). The fee rates were increased modestly with effect from 1 September 2019. The Charity's financial performance will continue to be largely determined by the mix of the relevant age groups of children attending the Nursery and, crucially, overall occupancy levels throughout the year.

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

Fundraising activities

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

Southwark Council – Restricted grant	
For 'Deprivation funding'	£6,224 (2019: £5,160)
Southwark Council – Restricted grant	
Early Years Pupil Premium	£286 (2019: £724)

Reserves policy

It is the policy of the Charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to at least six month's budgeted expenditure. The Trustees consider that reserves at this level will ensure that, in the event of a significant decline in attendances and therefore fee income, they will be able to continue the Charity's current activities while consideration is given to ways in which additional funds may be raised. Under this policy, the year-end free reserves target should be no less than £436,798 (2019: £425,619). For the year ended 31 March 2020, the Charity's free reserves stood at £146,568 (2019: £233,672). The Trustees acknowledge that the level of free reserves available to the charity have significantly declined in the period and must be rebuilt as a matter of priority. For the year ended 31 March 2020, the Charity's restricted funds stood at £nil (2019: £nil). The COVID-19 pandemic and government measures to control the outbreak will have a short term negative impact on the reserves of the nursery due to temporary restrictions on the number of places open for children of key workers and vulnerable children, while also supporting staff placed on furlough leave.

Investment policy

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

Future Plans

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

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

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

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

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

Mitigation during initial lockdown period:

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

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

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

Auditors

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

Trustees' Responsibilities Statement

The Trustees (who are also directors of ARC Community Trustees Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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for the year ended 31 March 2020

Disclosure of Information to Auditors

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

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

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

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

These accounts were approved by the Board on.....^{17 November 2020} and signed on their behalf by:

.....*Peter Ames*.....
Peter Ames
Treasurer

COMPANY NUMBER: 06777508

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

(Limited by Guarantee)

for the year ended 31 March 2020

OPINION

We have audited the financial statements of ARC Community Trustees (the 'Charity') for the year ended 31 March 2020 set out on pages 11 to 21. 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 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

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for the year ended 31 March 2020

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

Independent Auditors' Report to the members of ARC COMMUNITY TRUSTEES

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USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

David Chandra

David Chandra (Senior Statutory Auditor)

for and on behalf of

Lubbock Fine

Chartered Accountants & Statutory Auditors

Paternoster House

65 St Paul's Churchyard

London

EC4M 8AB

Date: 27 November 2020

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Statement of Financial Activities

(Incorporating an Income and Expenditure Account)

for the year ended 31 March 2020

		2020	2020	2020	2019	2019	2019
		Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	Notes	£	£	£	£	£	£
Income from:							
Donations		-	-	-	-	60	60
Charitable activities		-	717,685	717,685	-	800,991	800,991
Grants		12,467	-	12,467	5,884	-	5,884
Other trading activities		-	-	-	-	44	44
Total income	2	12,467	717,685	730,152	5,884	801,095	806,979
Expenditure on:							
Charitable activities		12,467	804,789	817,256	43,126	876,029	919,155
Total charitable expenditure	3	12,467	804,789	817,256	43,126	876,029	919,155
Transfers between funds	12	-	-	-	19,091	(19,091)	-
Net (expenditure) / income for the year		-	(87,104)	(87,104)	(18,151)	(94,025)	(112,176)
Total funds brought forward		-	233,672	233,672	18,151	327,697	345,848
Funds at the end of the year	12	-	146,568	146,568	-	233,672	233,672

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

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

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Balance Sheet

As at 31 March 2020

	Notes	£	2020 £	2019 £
Fixed assets				
Tangible fixed assets	7		<u>2,985</u>	<u>10,669</u>
Current assets				
Debtors	8	51,414		48,456
Cash at bank and in hand		<u>248,320</u>		<u>300,474</u>
		299,734		348,930
Creditors: amounts falling due within one year	9	<u>156,151</u>		<u>125,927</u>
Net current assets / (liabilities)			<u>143,583</u>	<u>223,003</u>
Net assets	12		<u>146,568</u>	<u>233,672</u>
Funds	12			
Restricted funds			-	-
Unrestricted funds			<u>146,568</u>	<u>233,672</u>
Total funds			<u>146,568</u>	<u>233,672</u>

The notes on pages 14 to 21 form a part of these financial statements.

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

The financial statements were approved by the Board and authorised for distribution on 17 November 2020 and signed on its behalf by:

..... *Peter Ames*

Peter Ames
Treasurer

Company number 06777508

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Cash Flow Statement

for the year ended 31 March 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Net cash used by operating activities	13		<u>(51,588)</u>		<u>(95,038)</u>
Cash flows from investing activities:					
Cost of purchasing tangible fixed assets		<u>(566)</u>		<u>(200)</u>	
Net cash used by investing activities			(566)		(200)
Change in cash and cash equivalents in the reporting period			<u>(52,154)</u>		<u>(95,238)</u>
Cash and cash equivalents at the beginning of the reporting period			300,474		395,712
Cash and cash equivalents at the end of the reporting period			<u>248,320</u>		<u>300,474</u>

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Notes to the financial statements for the year ended 31 March 2020

1. Accounting policies

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

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

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

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

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

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

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Notes to the financial statements for the year ended 31 March 2020

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

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

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

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Notes to the financial statements for the year ended 31 March 2020

2. Total income

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Unrestricted £	2019 Restricted £	2019 Total £
Donations						
<i>Easyfundraising Limited</i>	-	-	-	60	-	60
Charitable activities						
<i>Nursery school fees</i>	717,685	-	717,685	800,991	-	800,991
Grants						
<i>Southwark Council deprivation funding</i>	-	6,224	6,224	-	5,160	5,160
<i>Southwark Council Early Years Pupil Premium</i>	-	286	286	-	724	724
<i>COVID-19 Furlough grant</i>	-	5,957	5,957			
Other trading activities						
<i>Bank interest receivable</i>	-	-	-	44	-	44
Total income	717,685	12,467	730,152	801,095	5,884	806,979

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

3. Total charitable expenditure

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2020 Total £	2019 Total £
Direct costs	90,889	6,510	-	97,399	103,985
Staff costs (See Note 5)	484,255	5,957	8,060	498,272	593,687
Nursery occupancy costs	146,098	-	-	146,098	101,086
Other operating charges	24,314	-	42,923	67,237	74,766
Depreciation (See Note 7)	8,250	-	-	8,250	45,631
Total resources expended	753,806	12,467	50,983	817,256	919,155

Expenditure on charitable activities

	Unrestricted £	Restricted £	Support and governance £	2019 Total £
Direct costs	98,101	5,884	-	103,985
Staff costs (See Note 5)	578,801	-	14,886	593,687
Nursery occupancy costs	101,086	-	-	101,086
Other operating charges	25,056	-	49,710	74,766
Depreciation (See Note 7)	8,389	37,242	-	45,631
Total resources expended	811,433	43,126	64,596	919,155

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2020

4. Net outgoing resources for the year

This is stated after charging:

	2020 £	2019 £
Depreciation	8,250	45,631
Auditors' remuneration:		
Current year	5,400	6,000
Operating lease payments	107,575	66,800

5. Staff costs and numbers

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	459,131	548,407
Social security costs	27,796	35,437
Pension contributions	11,345	9,843
	498,272	593,687

None of the employees earned over £60,000 during the year (2019 - 1 employee with remuneration between £70,000 and £80,000).

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

	Headcount method 2020 No.	Full-time equivalent 2020 No.	Full-time equivalent 2019 No.
Teaching staff	27	19	21
Governance and support	5	4	3
	32	23	24

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

Key management personnel and Trustees

No trustee received any remuneration in the current year or the previous year. Key management personnel received remuneration of £46,741 (2019: £96,211) including employers national insurance contributions (NIC) and pension.

During the year Trustees received reimbursement of expenses amounting to £nil (2019: £nil)

ARC COMMUNITY TRUSTEES

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Notes to the financial statements for the year ended 31 March 2020

6. Taxation

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

7. Tangible fixed assets

	Leasehold Improvements £	Leasehold Improvements Additional £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2019	248,297	13,632	40,229	18,695	320,853
Additions in the year	-	-	-	566	566
Disposals in the year	-	-	-	(657)	(657)
At 31 March 2020	248,297	13,632	40,229	18,604	320,762
DEPRECIATION					
At 1 April 2019	248,297	9,087	37,218	15,582	310,184
Charge for the year	-	4,545	1,538	2,167	8,250
On disposals	-	-	-	(657)	(657)
At 31 March 2020	248,297	13,632	38,756	17,092	317,777
NET BOOK VALUE					
At 31 March 2020	-	-	1,473	1,512	2,985
At 31 March 2019	-	4,545	3,011	3,113	10,669

All tangible fixed assets are used for direct charitable purposes.

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

**Notes to the financial statements
for the year ended 31 March 2020****8. Debtors**

	2020 £	2019 £
Trade debtors	6,595	7,992
Prepayments and accrued income	38,655	35,578
Other debtors	6,164	4,886
	51,414	48,456

9. Creditors : amounts falling due within one year

	2020 £	2019 £
Trade creditors	49,963	22,497
Other creditors including taxation and social security	96,432	82,619
Accruals	9,756	20,811
	156,151	125,927

10. Analysis of net assets between funds - current year

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

	Restricted funds £	Unrestricted funds (General & Designated) £	Total funds £
Analysis of net assets between funds - prior year			
Tangible fixed assets	-	10,669	10,669
Net current assets	-	223,003	223,003
Net assets at 31 March 2019	-	233,672	233,672

11. Financial instruments

	2020 £	2019 £
Financial Assets measured at amortised cost	12,979	13,269
Financial Liabilities measured at amortised cost	143,431	118,926

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

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

ARC COMMUNITY TRUSTEES

(Company limited by guarantee)

Notes to the financial statements for the year ended 31 March 2020

12. Movements in funds

	At 1 April 2019 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds £	At 31 March 2020 £
Restricted funds					
Charterhouse In Southwark *1	-	-	-	-	-
Southwark Council - Sure Start *2	-	-	-	-	-
Southwark Council - s106 grant *3	-	-	-	-	-
Southwark Council - Deprivation funding *4	-	6,224	(6,224)	-	-
Southwark Council - Early Years SEN funding *5	-	-	-	-	-
Southwark Council - EYPP funding *6	-	286	(286)	-	-
COVID-19 Furlough grant *7	-	5,957	(5,957)	-	-
Total restricted funds	-	12,467	(12,467)	-	-
General fund	233,672	717,685	(804,789)	-	146,568
Total unrestricted funds	233,672	717,685	(804,789)	-	146,568
Total funds	233,672	730,152	(817,256)	-	146,568

	At 1 April 2018 £	Incoming resources £	Resources expended (including losses) £	Transfer between funds *8 £	At 31 March 2019 £
Restricted funds					
Charterhouse In Southwark *1	330	-	(683)	353	-
Southwark Council - Sure Start *2	11,089	-	(22,748)	11,659	-
Southwark Council - s106 grant *3	6,732	-	(13,811)	7,079	-
Southwark Council - Deprivation funding *4	-	-	-	-	-
Southwark Council - Early Years SEN funding *5	-	5,160	(5,160)	-	-
Southwark Council - EYPP funding *6	-	-	-	-	-
	-	724	(724)	-	-
Total restricted funds	18,151	5,884	(43,126)	19,091	-
General fund	327,697	801,095	(876,029)	(19,091)	233,672
Total unrestricted funds	327,697	801,095	(876,029)	(19,091)	233,672
Total funds	345,848	806,979	(919,155)	-	233,672

*1. Funding provided by Charterhouse in Southwark for essential repairs to the nursery school premises.

*2. Funding provided by Southwark Council for nursery premises refurbishment.

*3. Funding provided by Southwark Council for nursery premises refurbishment.

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

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

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

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

*8. Expenditure during the prior year on Southwark Council restricted funds exceeded that of brought forward balance and income by £19,091. Transfers totalling this amount have therefore been made from unrestricted funds to restricted funds in order to meet these shortfalls.

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

	2020 £	2019 £
Net expenditure	(87,104)	(112,176)
Depreciation of tangible assets	8,250	45,631
(Increase) in debtors	(2,958)	(15,633)
Increase/(Decrease) in creditors	30,224	(12,860)
Net cash (Outflow)/inflow from operating activities	(51,588)	(95,038)

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Notes to the financial statements for the year ended 31 March 2020

14. Operating lease commitments

At 31 March 2020, the charity had total minimum lease payments under non-cancellable operating leases as set out below:

	Land and buildings	
	2020	2019
	£	£
Within 1 year	100,000	100,000
Between 2 to 5 years	300,000	400,000

15. Related parties

During the year, nursery fees paid by the Trustees totalled £87,874 (2019: £66,037).

16. Company limited by guarantee

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

17. Post balance sheet events

At the time of preparing these financial statements the Covid-19 pandemic was ongoing and the nursery remained closed from March 2020 to August 2020 during which period the charity made full use of the government support schemes to cover costs. The nursery has since reopened in September 2020 and the Trustees and management team will continue to further develop the nursery's operating plan to keep pace with the evolving landscape to deliver safe pre-school education in line with changing government guidance on operating a Covid secure environment.