



Patrons Christopher Khoo DL & Naomi Khoo and  
Helene Raynsford

Company Registration Number: 07279320  
Charity Number: 1137609

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Financial Statements**

**Year ended 31 March 2021**

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

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Year ended 31 March 2021**

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# **Dingley Family and Specialist Early Years Centres (Limited by guarantee)**

## **Legal and Administrative information Year ended 31 March 2021**

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The Trustee Board presents their report, together with the financial statements, for the period from 1 April 2020 to 31 March 2021.

### **Reference and administrative details of the charity, its directors and advisors**

Dingley's Promise is a registered charity, number 1137609 and is a charitable company limited by guarantee, number 07279320.

The charity number, company number, present Trustees (being directors of the charitable company) and advisors are noted below:

### **Trustee Board**

The members of the Trustee Board (who are also the directors of the charitable company) during the period were as follows:

Chair: Mr Michael Scheepers (appointed 1 April 2021) (David Ormrod resigned 31 March 2021)  
Deputy Chair: Mr Russ Fowler (appointed 26 November 2020)  
Treasurer: Mr Peter Brogden (appointed 28 May 2020)  
Secretary: Mr Osama Bader (appointed 25 March 2021)  
Trustees: Mr Nick Richards (appointed 23 January 2013, resigned 3 September 2020)  
Mrs Lorna Fairbairn (appointed 26 October 2017)  
Mrs Helen Amner Munslow (appointed 14 June 2018)  
Ms Jacqueline Ann Napier-Munn (appointed 16 August 2018, resigned 25 June 2020)  
Mr Jason Daniels (appointed 25 April 2019, resigned 30 July 2020)  
Mr Giles Beattie (appointed 23 April 2020, resigned 25 February 2021)  
Ms Pritpal Virk (appointed 3 September 2020)  
Ms Lucie Harris (appointed 29 October 2020)  
Ms Joy Essien (appointed 26 November 2020)  
Ms Myra Kelly (appointed 25 March 2021)

Mr David Ormrod was appointed Honorary President on 1<sup>st</sup> April 2021.

We currently have no parent representatives at any of our centres, but one of the Trustees listed above (Helen Amner Munslow) is a Parent Trustee.

Two Patrons, Christopher Khoo DL and Naomi Khoo, were appointed in January 2018, and a further Patron, Helene Raynsford was appointed in June 2018.

### **Company registered number**

07279320

### **Charity number**

1137609

### **Bankers**

CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent, ME19 4JQ

Aldermore Bank Nominees Limited  
1<sup>st</sup> Floor, Block B  
Western House Lynch Wood  
Peterborough, PE2 6FZ

Shawbrook Bank Limited  
Lutea House The Drive  
Warley Hill Business Park  
Great Warley  
Brentwood  
Essex, CM13 3BE

# **Dingley Family and Specialist Early Years Centres (Limited by guarantee)**

## **Legal and Administrative information Year ended 31 March 2021**

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### **Registered office**

Kennet Walk Community Centre  
Kenavon Drive  
Reading  
Berkshire  
RG1 3GD

### **Outreach addresses**

Poplar Place  
Shaw  
Newbury  
Berkshire  
RG14 1NA

All Saints School  
Norrey's Avenue  
Wokingham  
Berkshire  
RG40 1UX

### **Independent Examiner**

BDO LLP  
R+  
2 Blagrove Street  
Reading  
Berkshire  
RG1 1AZ

# **Dingley Family and Specialist Early Years Centres (Limited by guarantee)**

## **Directors' annual report Year ended 31 March 2021**

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### **Structure, governance and management**

Dingley Family and Specialist Early Years Centres is both a registered charity and a company limited by guarantee. It is governed by Articles of Association, which were approved and adopted in August 2010 (upon registration as a charitable company).

In May 2016, the company formally adopted Dingley's Promise as the new brand name, retaining Dingley Family and Specialist Early Years Centres as its registered company name. The term Dingley's Promise (or Dingley) will be used throughout the remaining narrative sections of this document where appropriate.

As we seek volunteers with new skills and experience and as, inevitably, we must replace volunteers who can no longer work with us for various reasons, the charity will have to "induct" new Trustee Directors on a reasonably regular basis. To provide a consistency and thoroughness of introduction that will maximise the new Trustee Director contribution as quickly as possible, we follow an induction process which is both simple and yet sufficiently flexible to take account of individual's needs and availability. The process is described in the Trustee Induction document dated April 2017, and includes:

- Attending at least one Board Meeting as an observer;
- Providing a CV and letter/email outlining the contribution that the potential Trustee feels they will make to Dingley's Promise;
- Providing two written references;
- Agreeing a written Trustee Role Specification specific to his/her role on the Board;
- Signing a Trustee Director Commitment document detailing his/her commitment to the organisation, including completion, within 3 months of appointment, of a Safeguarding Children Level 1 course (possibly on-line).

Upon appointment as a Trustee Director, the Chairperson will inform Companies House and The Charity Commission of that appointment and the new Trustee Director will complete the Ofsted EY2 on-line registration process.

When appointing key management, and when reviewing their remuneration packages, external benchmarking is undertaken against directly compatible roles, wherever possible. The Trustee Board is responsible for setting and agreeing the remuneration package of the CEO. The CEO reviews and recommends changes to the remuneration packages of his/her direct reports (see below), which must be agreed by the Trustee Board who will bear in mind the agreed expenditure budget for the relevant period.

We are aware of recent (2020) changes to the Charity Governance Code and we believe our own main principles and processes by which we govern adhere very closely to the seven principles of good governance contained within the code. As we develop our Trustee Board and ways of working, we will consciously and constantly check our progress against these principles and their underlying directional guidance.

### **Organisational structure and decision making process**

The Trustee Board delegates day to day management of the operations of the charity to the Chief Executive Officer (CEO), Catherine McLeod MBE, who was appointed in March 2015. Since a structural reorganisation in February 2021 the CEO has three direct reports:-

- Fundraising & Communications Manager (FCM), Jo Evans appointed in February 2020 replacing Aoife McDonough;
- Finance Manager (FM), Theresa Bowers (who was appointed in February 2017 and who, since August 2017, has operated as a contractor to Dingley);
- Programme Director (PD), Emma Wilkinson, appointed in February 2021 to directly manage the Training function, the three centre operations (Newbury, Wokingham and Reading each having its own full-time manager) and the family Support Worker function.

During the 2020/21 financial year, to keep fully abreast of all COVID related issues and challenges, Directors meetings were held every month via Zoom teleconferencing but will revert to meetings held six times per year going forward. In between meetings decisions are made in consultation with the Chair, Deputy Chair and other Directors as required. If necessary, a special meeting of the Board is convened.

In 2016, we created an Advisory Board, and this currently comprises the following individuals:

Chris Burnell (Buildings Compliance & Development)  
Jacquie Hathaway (Early Years Foundation Stage & Ofsted compliance)  
Laxmi Patel (SEND Law)  
Adrian Walcott (Diversity)

## Dingley Family and Specialist Early Years Centres (Limited by guarantee)

### Directors' annual report (*continued*) Year ended 31 March 2021

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#### Objectives and activities

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

As part of our five year strategy review in 2015 we updated our Vision and Mission statements:-

Dingley's Promise vision is '*The best start for every child*'.

Our Mission Statement is '*We deliver life changing support to under 5's with additional needs & disabilities and their families, by providing specialist learning through play, family support & training, and advice to mainstream settings*'.

Within this overall framework, our main objectives are:-

- Reach as many children as possible.
- Ensure every child transitions to the best educational option for them when they leave us.
- Offer year round provision to take the pressure off parents and give each child as much support as we can.
- Be active in networking and signposting to ensure all of the child's needs are met.
- Ensure parents are always given choices and their voices are heard.

We also took the opportunity as part of the strategy review to bring to the fore our core values:-

- We seek **excellence** in all we do through continuous learning and improvement.
- We **care** for each other, our children and their families.
- We promote **development** of children, families & our team in a stimulating environment.
- We work with **integrity**, sharing resources and expertise for best outcomes.
- We **empower** children and families to make their own choices.

The Newbury Centre operates from a building in Shaw, Newbury, which opened to families in mid-February 2015. We have a sub-lease for the building, large garden and 10 car parking spaces with Shaw Social Club which is co-terminus with their own lease with West Berkshire Council due for review and renewal in March 2024.

The Wokingham Centre operates from premises within the All Saints School in Wokingham. We have a licence to occupy this space (with 12 months notice by either party) and pay both fixed and variable (eg utilities costs) elements of rent based on the percentage of space that we occupy within the school.

The Reading Centre operates from a Reading Borough Council owned building for which we pay a peppercorn rent, but for which we must pay the buildings insurance, utilities costs and all associated building maintenance costs as part of the lease. In July 2019, in response to demands from grant providers, a new 15-year lease was put in place.

Volunteers play a very important role within the groups by assisting with fundraising, driving children to the groups, and helping in the playgroup. As a result, Dingley's Promise was nominated to receive the Queen's Award for Voluntary Service (the MBE for charities), and the formal announcement of the receipt of that award was made in June 2011. During 2018/19, our volunteer hours (including Trustee time) totalled almost 2,800 hours..

#### Risk Management Statement

A detailed risk analysis was undertaken in 2014 and a Risk Policy was implemented in February 2015. The policy states that :-

- The trustees and executive management of Dingley's Promise believe that sound risk management is integral to both good management and good governance practice.
  - Risk management considerations will form an integral part of our decision-making and be incorporated within strategic and operational planning.
  - Risk assessment will be conducted on all new activities and projects to ensure they are in line with the Dingley's Promise strategic plan and objectives.
  - Risks and opportunities will be identified, analysed and reported at an appropriate level and escalated as necessary.
  - A risk register covering key strategic risks will be maintained and updated *at least twice* a year and more frequently where risks are known to be volatile.
  - All staff will be provided with adequate training on risk management and their role and responsibilities in implementing this.
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## Dingley Family and Specialist Early Years Centres (Limited by guarantee)

### Directors' annual report (*continued*) Year ended 31 March 2021

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- Dingley's Promise will regularly review and monitor the effectiveness of its risk management framework and update it as considered appropriate.
- Reports will be made to the trustee board and CEO each quarter of continuing and emerging high concern risks and those where priority action is needed to effect better control.
- Individual error and incident reports will be required from individual staff where a reportable event is identified.
- This policy is a formal acknowledgement that the Trustee Board is committed to maintaining a strong risk management framework. The aim is to ensure that Dingley's Promise makes every effort to manage risk appropriately by maximising potential opportunities whilst minimising the adverse affects of risks.
- This policy will be used to support the internal control systems of Dingley's Promise, enabling us to respond to operational, strategic and financial risks regardless of whether they are internally or externally driven.

A "root & branch" risk review was held in August 2018 and further reviews were held in April 2019 and April 2020.

The recent recruitment of a Trustee with specific oversight of Governance & Risk has led to a review of our risk management policy and processes. At onboarding stage of the new Trustee in March 2021, it was noted that the current status of the policy dated 30th September 2020 (version 0.9) was still under revision and at DRAFT version only. A subsequent desk top analysis of the current policy and the over-riding Risk Register has ascertained that due to various issues including growth in operations, changes in assigned duty holder Trustees, and the impact of the pandemic, a further holistic and systematic review is timeous and is now underway. This exercise will result in a final version of the Risk Management Policy, but in addition, new procedural management arrangement documents will be created to detail the risk management approach, these procedural documents will then be used to demonstrate compliance with the policies and be used for training, audit and monitoring as well as quality control purposes, all of which will align to the Charities and risk management guidance document (CC26), version dated June 2017.

Prior to March 2021, there had been some work undertaken on revitalising the risk register format, however due to quality issues this latest version was deemed overly complex and not fit for purpose, this has now been discarded and an earlier version has been reactivated. The earliest version had already been developed to align with guidance supplied within the CC26 and used the 5 x 5 matrix widely used in most risk management models applied within the UK which will present an effective quantitative tool to present an accurate risk profile.

As of end of this reporting period, a core Risk Committee has been formed and is tasked with undertaking a systematic joint review and upgrade of the Risk Register. The wider Trustee board are being appraised of progress and will be required to contribute as befits their specialism in due course. Role and responsibilities will be defined (within the procedural document and risk register) as befits the risk classification and 'risk owners' and 'risk actionee's' will be assigned to promote effective ownership and management. Work is proceeding to ensure that all risk category sections are fully populated, and linkages are included to other procedural elements to show a fully compliant and stream-lined system is in place. This will enable a more focussed and quality driven approach with regards to recognising where the higher priority risk items are and then to address whether the anticipated impact may present threats or opportunities while assigning appropriate mitigation strategies.

Prior to the COVID-19 situation, our key risk remained the same - difficulty in recruiting suitable staff. Other notable risks include serious failures in following policy or procedures, workplace stress for staff, failure to comply with data protection regulations and data breaches/loss from external sources. In addition, a further notable risk is around failure to secure sufficient core funding, due to local authority changes in funding levels.

The impact of COVID-19 on our operations and funding was the subject of a separate risk assessment workshop on April 15th, 2020. This concluded that the rapid implementation of an amended Business Continuity Management Plan (BCMP), combined with vulnerability risk assessments on all staff and supported children, had successfully mitigated the risk of being unable to provide effective support services during lockdown.

At the time of writing, reduced services, but vital ones, continue to be provided by home-working staff via telephone, videoconference, and on-line resources. Some return to normal services had resumed up to mid-June 2021 until there was a Local Authority driven programme of surge testing in Reading and Wokingham districts due to an increased number of cases involving the Delta variant, this has again led to a close down of the Wokingham unit.

Clearly, the risk of reduced levels of funding was also high on the agenda, and this is covered in the following paragraphs on "Going concern"

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## Dingley Family and Specialist Early Years Centres (Limited by guarantee)

### Directors' annual report (*continued*) Year ended 31 March 2021

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#### Going concern

Our performance in recent years, even those years which resulted in an operating deficit, has always left us at the end of the year with a good cash base, a Reserves Fund to cover a managed wind-down in the event of collapse in funding (or other event resulting in forced closure), sufficient funding in all other restricted funds to cover asset values and liabilities (e.g., unspent grants) and additional unrestricted funds to develop the organisation and its services. In each of the last three years, we have operated for a time without a Fundraising Manager yet have achieved income no worse than 9% short of budget and managed our operational expenditure to match. We are aware of, and adhere to, the Charity Commission's guidance on 'Managing a charity's finances: planning, managing difficulties and insolvency (CC12)'. Under normal circumstances we firmly believe that our strong governance and management make a compelling case for Dingley's Promise to be considered a Going Concern.

During the COVID-19 pandemic we were able to adapt our services, attract emergency and routine/project funding, manage our workforce whilst improving our impact and reputation without compromising our financial strength and stability. The potential impact of COVID-19 on our organisation will largely depend on the length of time that its impact is felt across the UK, i.e. The speed of recovery of the UK economy and the ability of charitable trusts and businesses to continue to support worthy causes. However, we do believe that the worst of the COVID-19 impact on Dingley's Promise is over. We have a proven track record of adapting our operations and finances to re-act to changing economic and social conditions, and we start the 2021/22 FY with a level of guaranteed funding greater than any previous year.

#### Achievements and performance

Our activities for the year to 31 March 2021 were significantly impacted by the outbreak and growth of the COVID-19 pandemic and, under advice from Public Health England, we had to close our 3 centres between 18th March and 31<sup>st</sup> May 2020. However, within 2 weeks of this closure we had moved our offer to online sessions for children, and support for their families, ensuring that they were not left alone in lockdown. We quickly secured funding for our emergency programmes, meaning that staff working from home had laptops and secure connections, we were able to send resources home to children, and we also continued our family support work through the summer holidays for the first time in our history. From September 2020, our Centres have remained open and been running close to capacity with just a few families choosing to continue to isolate due to the pandemic. Our work has now moved on from emergency response to the period of recovery, where we support our children to recover lost learning and transition effectively to the next part of their learning journey. Overall, our charity grew significantly in both strength and influence over the period under review.

Highlights of the year include:

- a) Our continued focus on inclusion and the use of our 'Entry Exit Pathway' has continued to be successful, with 68% of our transitions being to mainstream or shared provision – an increase of 3% on the previous year. Our Learning Through Play (LTP) session hours scheduled remained steady at just below 24,000 but the hours actually attended were down by 32% due to COVID absences. Through a combination of LTP sessions and outreach (via our Family Support Workers) we reached 198 children directly this year – an increase of 3%. Numbers of children reached indirectly by our training offer increased significantly to 3177 from 130 the year before, showing the incredible expansion of our training programme. Overall, then, our reach increased by over 1000% to 3375 children.
- b) This year, the needs of the children we work with decreased slightly from a particularly high need previous year. The number of children with Education, Health and Care Plans (EHCPs) decreased by 14% (from 36 to 31) and the number of children needing 1:1 care decreased by 8.5% (23 to 21).
- c) Our training offer has expanded significantly this year, and we have now reached almost 1000 practitioners across the country – up from 41 the previous year. The increase is due to a change in the model of delivery inspired by the pandemic and our new delivery partnerships. We created a shorter unaccredited 'Introduction to Early Years Inclusive Practice' which proved extremely popular and led to the opportunity to join the national Early Years SEND Partnership funded by the Department for Education. We then created a new course on Transitions for children with SEND in the early years and have delivered this to learners from 83 local authority areas. In addition, we worked directly with four local authority areas to provide them with consultancy support to develop their early years transitions work.
- d) The impact of our emergency work compared to national statistics was particularly striking, with 86% of parents nationally stating that their child's learning and communication had declined during lockdown, but only 30% of our families had this concern. Worryingly, 60% of our parents told us they had no other support other than ours during the lockdowns, showing just how vital our services are for families of children with SEND who would otherwise have been forgotten.



## Dingley Family and Specialist Early Years Centres (Limited by guarantee)

### Directors' annual report (*continued*) Year ended 31 March 2021

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- e) We were given a grant by Hampshire County Council, facilitated by Councillor Robert Taylor in Basingstoke, to deliver inclusion training in the Basingstoke areas of Rooksdown, Winklebury and Buckskin. This is the organisation's first project in Hampshire and by the end of the year was delivered remotely to 32 practitioners.
- f) We continue to work with a range of external organisations and bodies, and this year saw a deepening of the relationship with the Council for Disabled Children, and the Disabled Children's Partnership. We have spoken with a range of local authorities throughout the year about ways in which we can help them to make their early years offers more inclusive. Finally, we joined the All Party Parliamentary Group (APPG) for Childcare and Early Education, to ensure that children with SEND are represented. This will enable us to ensure that during early years lobbying and debates, the voice of children with SEND is not forgotten.
- g) We have worked to refine our Entry/Exit Pathway with support from the Big Lottery and have now shared it across the country with a range of local authorities and settings who we will gather further feedback from in order to refine it. The tool has had good feedback from partners and continues to be a key resource in our own practice of building wider inclusion.
- h) The tweak to our management structure we made in the Summer of 2019 was further developed and, as outlined in the organisation structure sections above, we added a Programmes Director to our senior management team. This move has successfully released a significant amount of CEO time to focus on external relationships and organisational strategy.
- i) We were able to secure support to undertake several projects to address shortcomings in our buildings' infrastructure and usable space. Our Reading Centre had the most dramatic change with long awaited improvements to the flooring in the playrooms, and a rework of the staff and family areas meaning they are now able to host bigger groups when restrictions end.
- j) We were aware that, going into the year, we were likely to lose the services of several trustees, so we undertook an extensive and very successful trustee recruitment campaign. Following such a significant change in trustee personnel, we undertook a board skills and experience audit, and we will use the results of this work to undertake any training we feel necessary and to better inform the skills and experience we require from future trustee appointments. The transition to a new Chairperson, and the addition of new Deputy Chairperson and Board Secretary roles, was executed smoothly and successfully.

#### Financial Review

- 2020/21 was a quite extraordinary year financially as well as in so many other ways. The herculean efforts of staff and management to continue to provide full support to our children and their families through the COVID crisis restrictions resulted in a year-on-year increase in costs of 16% to £749,430. Recognition by donors and grantors of the scale and value of this work helped income to grow by 24% to £802,127.
- Within the total growth in income over the prior year of £154,612, donations decreased by £39,169, while grants increased by £158,983 and earned income increased by £34,652.
- The increase in earned income is due to increased income from training courses provided to other early years providers, increased Nursery Education Grant receipts and payments received from the government furlough scheme, offset by lower receipts for attendance at LTP sessions and reduced payments from local authorities for 1:1 care, both due to centre closures during the first lockdown period.
- The increase in grants and donations, together £119,814, was substantially due to the generous COVID emergency funding provided by our supporting organisations.
- Our balance sheet shows that our net assets have grown from £219,680 to £272,377 over the year. The investment in our buildings and equipment is £82,275. A further £116,295 is designated for our reserves policy. This policy requires us to set aside sufficient funds to meet our financial liabilities and to continue to provide our LTP sessions for a period of four months if there were to be an unforeseen collapse in our funding. Some of our remaining assets £124,509 are unspent grants or are in restricted funds, which means that they must be spent on specific activities. This leaves £147,868 of funds that are both unrestricted and undesignated and are consequently available to support our future activities.
- Our budget for 2021/22 anticipates expenditure increasing by 3% over 2020/21 with matching income to give a breakeven position for the year. This budget is based on continuing provision of the current services, any new major projects will only be undertaken if funding for them is secured.

## **Dingley Family and Specialist Early Years Centres (Limited by guarantee)**

### **Directors' annual report *(continued)* Year ended 31 March 2021**

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#### **Plans for future periods**

- a) We will continue to follow our five-year Business Strategy with stated intentions to:
  - maximise our current assets to expand the services at our existing centres, mainly focused on additional services to assist parent/carers and the extended family;
  - offer access to support sessions for families who have left us;
  - open additional centres where demand can be proven and local financial support can be secured;
  - further extend our outreach work with mainstream activities and groups where we can find children with SEND and give families information about their options;
  - ensure transition is effective and understood by parents.
- b) We will further develop and fully roll-out our on-line training offering to mainstream settings on how best to support SEND children.
- c) We will continue to seek out and work with other organisations that undertake work similar to ours, with a view to sharing experience and learning new methods.
- d) Although unsuccessful in the past three years, we still hope to secure funding to undertake reconfiguration work on the Reading building to maximise available space and build on the recent improvements to the lighting and heating systems and the full refurbishment of the kitchen.
- e) We will continue to seek to add suitably experienced and motivated people to both the Trustee Board and the Advisory Board.
- f) With the appointment of a new Trustee with oversight of Governance & Risk, we will review our risk management policy and process.

#### **Statement of directors' responsibilities**

The directors are responsible for preparing the directors' annual 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 directors to prepare financial statements for each financial year which 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 for that period. In preparing those financial statements the directors' are required to:

- select suitable accounting policies and apply them consistently;
- observe the method and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charitable company will continue in operation.

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Directors' annual report (continued)  
Year ended 31 March 2021**

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The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company 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.

In so far as the directors are aware:

- there is no relevant accounting information of which the charitable company's accountant is unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant accounting information and to establish that the accountant is aware of that information.

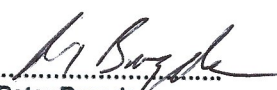
The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed by order of the Trustee Director Board on ... 20<sup>th</sup> September 2021



.....  
Mr Michael Scheepers – Chair



.....  
Mr Peter Brogden

Company registration number: 07279320

## **Dingley Family and Specialist Early Years Centres (Limited by guarantee)**

### **Independent Examiner's report to the Directors of Dingley Family and Specialist Early Years Centre**

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I report on the accounts of the company for the year ended 31 March 2021, which are set out on pages 11 to 22.

This report is made solely to the charity's trustees, as a body, in accordance with Regulation 31 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity's trustees as a body, for my work, for this report, or for the statement I have made.

#### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

#### **Independent Examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies. I have completed my examination. I confirm that no matters have come to my attention in connection with my examination giving me cause to believe:

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

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

*Heather Wheelhouse*

#### **Heather Wheelhouse ACA**

BDO LLP  
R+  
2 Blagrove Street  
Reading  
Berkshire  
RG1 1AZ

Date: 15 September 2021

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Statement of financial activities  
for the year ended 31 March 2021**

	←				→					
	Unrestricted Funds	Training Offering	Reading	Reading Buildings	Restricted funds Wokingham	Wokingham Buildings	Newbury	Newbury Buildings	2021 Total	2020 Total
	£	£	£	£	£	£	£	£	£	£
<b>Income and endowments from:</b>										
Donations and legacies										
- Donations and legacies	23,007	-	16,967	-	11,933	-	12,872	-	<b>64,779</b>	103,948
- Grants (note 2)	63,598	9,902	139,452	5,000	80,191	-	72,847	-	<b>370,990</b>	127,507
Income from investments										
- Bank interest	921	-	-	-	-	-	-	-	<b>921</b>	775
Charitable activities										
- Earned income	56,958	8,090	53,063	-	67,820	-	53,659	-	<b>239,590</b>	204,938
- Grants (note 2)	23,000	-	42,149	-	30,349	-	30,349	-	<b>125,847</b>	210,347
<b>Total income and endowments</b>	<b>167,484</b>	<b>17,992</b>	<b>251,631</b>	<b>5,000</b>	<b>190,293</b>	<b>-</b>	<b>169,727</b>	<b>-</b>	<b>802,127</b>	647,515
<b>Expenditure on:</b>										
Raising funds (note 3a)	82,608	1,385	368	-	681	-	290	-	<b>85,332</b>	84,538
Charitable activities (note 3b)	6,529	40,460	225,601	1,270	189,028	-	188,817	12,393	<b>664,098</b>	560,661
<b>Total expenditure</b>	<b>89,137</b>	<b>41,845</b>	<b>225,969</b>	<b>1,270</b>	<b>189,709</b>	<b>-</b>	<b>189,107</b>	<b>12,393</b>	<b>749,430</b>	645,199
<b>Net income/(expenditure)</b>	<b>78,347</b>	<b>(23,853)</b>	<b>25,662</b>	<b>3,730</b>	<b>584</b>	<b>-</b>	<b>(19,380)</b>	<b>(12,393)</b>	<b>52,697</b>	2,316
Transfers between funds	(72,099)	23,853	-	35,348	-	-	8,611	4,287	-	-
<b>Net movement in funds</b>	<b>6,248</b>	<b>-</b>	<b>25,662</b>	<b>39,078</b>	<b>584</b>	<b>-</b>	<b>(10,769)</b>	<b>(8,106)</b>	<b>52,697</b>	2,316
Fund balances brought forward at 1 April 2020	141,622	-	9,304	-	8,015	-	11,699	49,040	<b>219,680</b>	217,364
<b>Fund balances carried forward at 31 March 2021</b>	<b>147,870</b>	<b>-</b>	<b>34,966</b>	<b>39,078</b>	<b>8,599</b>	<b>-</b>	<b>930</b>	<b>40,934</b>	<b>272,377</b>	219,680

Transfers from the Unrestricted Fund to the Training, Reading and Newbury Restricted Funds are made to ensure that the balances carried forward into 2020/21 for each of these restricted funds are sufficient to cover any unspent grants and asset values.

The charitable company's income and expenditure all relate to continuing activities. The charitable company has no recognised gains and losses other than the net movement in funds each year.

**The notes on pages 15 to 22 form part of these financial statements**

## Dingley Family and Specialist Early Years Centres (Limited by guarantee)

### Statement of financial activities for the year ended 31 March 2020

	←				→					
	Unrestricted Funds	Training Offering	Reading	Reading Buildings	Restricted funds Wokingham	Wokingham Buildings	Newbury	Newbury Buildings	2020 Total	2019 Total
	£	£	£	£	£	£	£	£	£	£
<b>Income and endowments from:</b>										
Donations and legacies										
- Donations and legacies	84,418	1,320	3,352	-	1,600	-	13,258	-	<b>103,948</b>	89,499
- Grants (note 2)	32,850	-	91,317	-	3,340	-	-	-	<b>127,507</b>	-
Income from investments										
- Bank interest	775	-	-	-	-	-	-	-	<b>775</b>	1,107
Charitable activities										
- Earned income	582	7,809	49,726	-	82,346	-	64,475	-	<b>204,938</b>	159,816
- Grants (note 2)	12,000	-	28,188	-	77,835	-	92,324	-	<b>210,347</b>	390,834
<b>Total income and endowments</b>	<b>130,625</b>	<b>9,129</b>	<b>172,583</b>	<b>-</b>	<b>165,121</b>	<b>-</b>	<b>170,057</b>	<b>-</b>	<b>647,515</b>	<b>641,256</b>
<b>Expenditure on:</b>										
Raising funds (note 3a)	80,880	-	991	-	1,023	-	1,644	-	<b>84,538</b>	81,823
Charitable activities (note 3b)	2,940	21,809	178,036	8,640	168,466	-	168,443	12,327	<b>560,661</b>	590,473
<b>Total expenditure</b>	<b>83,820</b>	<b>21,809</b>	<b>179,027</b>	<b>8,640</b>	<b>169,489</b>	<b>-</b>	<b>170,087</b>	<b>12,327</b>	<b>645,199</b>	<b>672,296</b>
<b>Net income/(expenditure)</b>	<b>46,805</b>	<b>(12,680)</b>	<b>(6,444)</b>	<b>(8,640)</b>	<b>(4,368)</b>	<b>-</b>	<b>(30)</b>	<b>(12,327)</b>	<b>2,316</b>	<b>(31,040)</b>
Transfers between funds	(19,498)	7,688	2,326	-	9,484	-	-	-	-	-
<b>Net movement in funds</b>	<b>27,307</b>	<b>(4,992)</b>	<b>(4,118)</b>	<b>(8,640)</b>	<b>5,116</b>	<b>-</b>	<b>(30)</b>	<b>(12,327)</b>	<b>2,316</b>	<b>(31,040)</b>
Fund balances brought forward at 1 April 2019										
	114,315	4,992	13,422	8,640	2,899	-	11,729	61,367	<b>217,364</b>	248,404
<b>Fund balances carried forward at 31 March 2020</b>	<b>141,622</b>	<b>-</b>	<b>9,304</b>	<b>-</b>	<b>8,015</b>	<b>-</b>	<b>11,699</b>	<b>49,040</b>	<b>219,680</b>	<b>217,364</b>

Transfers from the Unrestricted Fund to the Training, Reading and Wokingham Restricted Funds are made to ensure that the balances carried forward into 2020/21 for each of these restricted funds are sufficient to cover any unspent grants and asset values.

The charitable company's income and expenditure all relate to continuing activities. The charitable company has no recognised gains and losses other than the net movement in funds each year.

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Balance sheet  
As at 31 March 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible fixed assets	5	<u>82,275</u>	<u>69,744</u>
<b>Current assets</b>			
Other debtors and prepayments	6	27,962	9,228
Cash at bank and in hand		<u>243,975</u>	<u>210,915</u>
		<u>271,937</u>	<u>220,143</u>
<b>Creditors: amounts falling due within one year</b>			
Other creditors and accruals	7	(81,835)	(70,207)
		<u>190,102</u>	<u>149,936</u>
<b>Net current assets</b>			
		<u>190,102</u>	<u>149,936</u>
<b>Net assets</b>		<u>272,377</u>	<u>219,680</u>
<b>Represented by:</b>			
<b>Funds</b>			
Unrestricted funds		147,868	141,623
Restricted funds		<u>124,509</u>	<u>78,057</u>
		<u>272,377</u>	<u>219,680</u>

The Directors are satisfied that the charitable company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Act.

The Directors acknowledge their responsibilities for:

- (i) ensuring that the charitable company keeps adequate accounting records which comply with section 386 of the Act; and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its results for the financial year in accordance with the requirements of sections 394 and 395, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

These financial statements were approved by the Trustee Director Board and authorised for issue on ...10/09/2021 and were signed on their behalf by:

  
Mr Michael Scheepers – Chair

  
Mr Peter Brogden

Company registration number: 07279320

The notes on pages 15 to 22 form part of these financial statements.

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Statement of cash flows  
Year ended 31 March 2021**

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	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash provided by operating activities	13	<u>65,401</u>	<u>49,337</u>
<b>Cash flows from investing activities</b>			
Interest income		921	774
Purchase of tangible fixed assets		<u>(33,262)</u>	<u>(8,278)</u>
<b>Cash used in investing activities</b>		<u>(32,341)</u>	<u>(7,504)</u>
Increase in cash and cash equivalents in the year		33,060	41,833
Cash and cash equivalents at the beginning of the year		<u>210,915</u>	<u>169,082</u>
<b>Total cash and cash equivalents at the end of the year</b>		<u><u>243,975</u></u>	<u><u>210,915</u></u>
<b>Analysis of cash and cash equivalents</b>			
Cash in hand		<u><u>243,975</u></u>	<u><u>210,915</u></u>

The notes on pages 15 to 22 form part of these financial statements.



# Dingley Family and Specialist Early Years Centres (Limited by guarantee)

## Notes to the financial statements Year ended 31 March 2021

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### 1. Accounting policies

#### General information

Dingley Family and Specialist Early Years Centres is a registered charity, number 1137609, and a charitable company limited by guarantee, number 07279320, incorporated in England and Wales. The address of its registered office is Kennet Walk Community Centre, Kenavon Drive, Reading, Berkshire, RG1 3GD.

#### Basis of accounting

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with 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 (FRS102) (effective 1 January 2019) – (Charities SORP(FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

A separate income and expenditure account has not been prepared as the information required by the Companies Act 2006 is given in the Statement of Financial Activities and in the notes of the financial statements.

The financial statements are prepared in pound sterling (£) and the figures are rounded to the nearest £.

#### Going concern

Our performance in recent years, even those years which resulted in an operating deficit, has always left us at the end of the year with a good cash base, a Reserves Fund to cover a managed wind-down in the event of collapse in funding (or other event resulting in forced closure), sufficient funding in all other restricted funds to cover asset values and liabilities (e.g., unspent grants) and additional unrestricted funds to develop the organisation and its services. In each of the last three years, we have operated for a time without a Fundraising Manager yet have achieved income no worse than 9% short of budget and managed our operational expenditure to match. We are aware of, and adhere to, the Charity Commission's guidance on 'Managing a charity's finances: planning, managing difficulties and insolvency (CC12)'. Under normal circumstances we firmly believe that our strong governance and management make a compelling case for Dingley's Promise to be considered a Going Concern.

During the COVID-19 pandemic we were able to adapt our services, attract emergency and routine/project funding, manage our workforce whilst improving our impact and reputation without compromising our financial strength and stability. The potential impact of COVID-19 on our organisation will largely depend on the length of time that its impact is felt across the UK, i.e. The speed of recovery of the UK economy and the ability of charitable trusts and businesses to continue to support worthy causes. However, we do believe that the worst of the COVID-19 impact on Dingley's Promise is over. We have a proven track record of adapting our operations and finances to re-act to changing economic and social conditions, and we start the 2021/22 FY with a level of guaranteed funding greater than any previous year. Best case and worst case scenarios have been modelled:

- the worst case results in a deficit for 2020/21 of £83k, but we would retain a positive cash balance at the end of the year;
- the best case results in a surplus for 2020/21 of £43k

The Board has concluded that there is a material uncertainty as to the future of the charity but there are sufficient reserves to enable the charity to continue in the next 12 months with sufficient cash headroom, and are confident that they remain a going concern.

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees believe that whilst there is some doubt relating to future income streams, this does not give rise to a material uncertainty regarding the charity's ability to continue as a going concern. The trustees therefore believe that it is appropriate to prepare the accounts on a going concern basis.

At the start of June 2021, the charity had approximately £113,000 of cash available. The trustees have carried out sensitivity analysis that confirms that should no further income, other than what has been confirmed, be received, the charity is able to meet liabilities as they fall due for at least another 12 months from the date of approval of the financial statements.

# Dingley Family and Specialist Early Years Centres (Limited by guarantee)

## Notes to the financial statements Year ended 31 March 2021

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### 1. Accounting policies (*continued*)

#### **Funds**

Unrestricted funds represent funds of the charitable company that are not subject to any restrictions regarding their use.

Restricted funds represent funds available to meet specific expenditure as specified by the fund provider.

#### **Income**

All income is recognised in the Statement of Financial Activities when the company is legally entitled to the income, receipt is probable and the amount can be measured reliably. Income from external grants is recognised in the Statement of Financial Activities as soon as it is receivable unless donor conditions related to performance and specific deliverables apply. These grants are accounted for as the charity earns the right to consideration through performance.

Income subject to the specific wishes of the donors is treated as restricted funds.

#### **Expenditure**

Expenditure is included on an accruals basis, inclusive of any VAT, which cannot be recovered. Certain expenditure is apportioned to costs categories based on the estimated amount attributable to the activity during the year.

#### **Depreciation**

Depreciation is calculated to write off the cost less estimated residual value of fixed assets over their estimated useful lives.

Equipment – 4 years straight-line  
Leasehold improvements – over the remaining term of the lease

#### **Operating leases**

Rentals applicable to operating leases are charged to the Statement of Financial Activity over the period in which the cost is incurred.

#### **Financial instruments**

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

#### **Pensions**

The charity contributes to a defined contributions scheme.

#### **Significant judgements and estimates**

In the application of the charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amounts 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 if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There were no judgement or material estimation uncertainties affecting the reported financial performance in the current or prior year.

# Dingley Family and Specialist Early Years Centres (Limited by guarantee)

## Notes to the financial statements (continued) Year ended 31 March 2021

2. Grants	Unrestricted Funds	Restricted funds					Newbury Building	2021 Total	2020 Total
		Training Offering	Reading	Reading Building	Wokingham	Newbury			
	£	£	£	£	£	£	£	£	
Assura Community Fund	-	-	120	-	120	120	-	360	-
Bernard Sunley Charitable Trust	-	-	-	5,000	-	-	-	5,000	-
Berkshire Nurses & Relief in Sickness Trust	-	-	500	-	-	-	-	500	-
Berkshire Community Foundation	-	-	9,418	-	-	-	-	9,418	20,000
Big Lottery Fund	-	-	10,624	-	41,669	8,188	-	60,481	29,340
Brighter Futures for Children	-	-	41,800	-	-	-	-	41,800	41,800
Children in Need	-	-	35,435	-	8,763	33,967	-	78,165	43,506
David Solomons Charitable Trust	-	-	1,000	-	-	-	-	1,000	-
Edward Gostling Foundation	-	-	-	-	4,737	2,763	-	7,500	2,450
Englefield Charitable Trusts	-	-	-	-	3,000	-	-	3,000	-
Ernest Hecht Charitable Trust	-	-	1,062	-	1,062	-	-	2,124	-
Gannett Community Foundation	-	-	4,410	-	-	-	-	4,410	-
Greenham Common Trust – Reactive Grant	-	-	-	-	-	3,882	-	3,882	6,717
Greenham Common Trust – Covid emergency fund	-	-	-	-	-	5,000	-	5,000	-
Greenham Common Trust – Other	-	-	6,826	-	-	-	-	6,826	-
Hampshire County Council	-	1,000	-	-	-	-	-	1,000	-
HCAC	-	-	-	-	98	98	-	196	-
Henry Smith Charity – FSW and outreach work	-	-	8,433	-	8,433	8,433	-	25,299	26,226
Helianthus Charitable Trust	350	-	-	-	-	-	-	350	-
Masonic Charitable Foundation – EYP salary	-	-	-	-	-	6,945	-	6,945	6,793
Miss Lawrence Trust	-	-	1,000	-	-	-	-	1,000	-
James Wise Charitable Trust	-	-	-	-	-	-	-	-	300
Newbury Town Council	-	-	-	-	-	450	-	450	-
Oxford County Council	-	-	-	-	-	-	-	-	250
Peter Baker	-	-	-	-	-	3,000	-	3,000	-
Power to Change	-	-	16,268	-	-	-	-	16,268	-
Reading Borough Council- Resource Unit	-	-	29,064	-	-	-	-	29,064	26,760
Reading Borough Council- COVID 19 Funding	-	1,752	7,681	-	-	-	-	9,433	-
Reading Dispensary Trust	-	-	672	-	-	-	-	672	-
Sovereign Housing Association	-	-	-	-	3,100	-	-	3,100	-
Sobell Foundation	-	-	-	-	-	-	-	-	7,500
St James's Place Foundation	-	-	-	-	-	-	-	-	9,000
St Laurence Relief in Need Trust	-	-	-	-	-	-	-	-	2,000
Souter Charitable Trust	3,000	-	-	-	-	-	-	3,000	-
Sylvia Adams Charitable Trust	-	-	3,000	-	-	-	-	3,000	-
The Ardeola Charitable Trust	2,000	-	-	-	-	-	-	2,000	-
The Boshier Hinton Foundation	-	-	349	-	349	349	-	1,047	-
The Childwick Trust	10,000	-	-	-	-	-	-	10,000	-
The Clothworkers Foundation	-	-	1,940	-	-	-	-	1,940	-
The David Brownlow Foundation	-	-	-	-	-	-	-	-	7,000
The David Knight Charitable Trust	-	-	-	-	-	-	-	-	250
The Foyle Foundation	-	-	-	-	-	-	-	-	10,000
The FSP Foundation	-	-	-	-	-	-	-	-	1,620
The Gordon Palmer Memorial Trust	-	-	-	-	-	-	-	-	450
The Hobson Charity	-	-	2,000	-	-	-	-	2,000	-
The Julia and Hans Rausing Trust	47,248	-	-	-	-	-	-	47,248	-
The Louis Baylis Charitable Trust	-	1,000	-	-	-	-	-	1,000	-
The Morrisons Foundation	-	-	-	-	1,365	-	-	1,365	-
The Peter Baker Foundation	-	-	-	-	-	-	-	-	11,500
The Percy Bilton Charity	-	-	-	-	2,755	-	-	2,755	-
The Steven Bloch Image of Disability Charitable Trust	1,000	-	-	-	-	-	-	1,000	-
The Toy Trust	-	-	-	-	1,000	-	-	1,000	-
Thomas Cook Children's Charity	10,000	-	-	-	-	-	-	10,000	-
Thomas Curtis Charitable Trust	-	-	-	-	-	-	-	-	300
Training Sessions in Basingstoke	-	650	-	-	-	-	-	650	-
University of Reading	-	-	-	-	2,334	-	-	2,334	4,666
Wates Foundation	-	-	-	-	-	-	-	-	10,000
West Berkshire Council - Short Breaks Grant	-	-	-	-	-	30,000	-	30,000	30,000
West Berkshire Council - COVID Discretionary Grant	10,000	-	-	-	-	-	-	10,000	-
Wokingham Borough Council - Other	-	-	-	-	187	-	-	187	3,340
Wokingham Borough Council - Discretionary Grant Scheme	3,000	-	-	-	-	-	-	3,000	-
Wokingham Borough Council - SLA	-	-	-	-	30,000	-	-	30,000	30,000
Wokingham Town Council	-	-	-	-	1,568	-	-	1,568	1,088
Wokingham United Charities – EYP salary	-	-	-	-	-	-	-	-	5,000
Wokingham United Charities	-	5,500	-	-	-	-	-	5,500	-
	<b>86,598</b>	<b>9,902</b>	<b>181,602</b>	<b>5,000</b>	<b>110,540</b>	<b>103,195</b>	<b>-</b>	<b>496,837</b>	<b>337,854</b>

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Notes to the financial statements (continued)  
Year ended 31 March 2021**

**3. Expenditure**

	Unrestricted Funds £	Restricted funds							2021 Total £	2020 Total £
		Reading Centre £	Reading Building £	Wokingham Centre £	Wokingham Building £	Newbury Centre £	Newbury Building £	Training Offering £		
<b>a) Expenditure on raising funds</b>										
Advertising/Marketing	3,027	368	-	681	-	290	-	1,385	5,751	6,631
Fundraising purchases	8,426	-	-	-	-	-	-	-	8,426	7,082
Salaries, national insurance & pensions	62,335	-	-	-	-	-	-	-	62,335	48,645
Contractors	8,820	-	-	-	-	-	-	-	8,820	14,251
Fundraising – Major event costs	-	-	-	-	-	-	-	-	-	7,929
	<u>82,608</u>	<u>368</u>	<u>-</u>	<u>681</u>	<u>-</u>	<u>290</u>	<u>-</u>	<u>1,385</u>	<u>85,332</u>	<u>84,538</u>
<b>b) Expenditure on charitable activities</b>										
Salaries, national insurance & pensions	-	139,532	-	134,086	-	126,866	-	23,069	423,553	396,563
Contractor	-	12,846	-	11,760	-	11,760	-	15,680	52,046	25,055
Play equipment expenses	154	11,672	-	11,454	-	6,947	-	-	30,227	8,961
Transport costs	-	1,485	-	199	-	132	-	-	1,816	1,958
Stationery & consumables	158	438	-	590	-	489	-	-	1,675	1,283
Rent, rates & utilities	382	5,044	-	10,523	-	10,007	-	-	25,956	29,693
Building & garden work	-	33,015	-	1,935	-	14,562	-	-	49,512	26,840
Training & personal development	1,431	3,741	-	3,869	-	2,964	-	7	12,012	9,792
Insurance	-	2,222	-	1,170	-	1,170	-	-	4,562	4,835
Bank fees	-	33	-	33	-	33	-	-	99	60
Gain/Loss of asset disposal	-	-	-	-	-	-	-	-	-	-
Computer running costs	2,035	5,531	-	5,881	-	6,365	-	1,704	21,516	4,835
General purchases	8	3,484	-	2,489	-	2,348	-	-	8,329	12,145
Legal and professional fees	2,361	1,788	-	1,788	-	1,788	-	-	7,725	2,051
Special Events	-	-	-	36	-	120	-	-	156	10,619
Depreciation	-	3,376	1,270	1,821	-	1,871	12,393	-	20,731	21,992
Independent examiner's fee	-	715	-	715	-	715	-	-	2,145	3,960
Accounts preparation fee	-	679	-	679	-	679	-	-	2,037	-
	<u>6,529</u>	<u>225,601</u>	<u>1,270</u>	<u>189,028</u>	<u>-</u>	<u>188,816</u>	<u>12,393</u>	<u>40,460</u>	<u>664,098</u>	<u>556,701</u>

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Notes to the financial statements (continued)  
Year ended 31 March 2021**

<b>4. Staff costs</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries	<b>448,268</b>	414,756
Employers NI	<b>25,170</b>	19,923
Employer Pension Contributions	<b>12,450</b>	10,530
	<u><b>485,888</b></u>	<u>445,209</u>
	<b>No.</b>	<b>No.</b>
The average number of part-time employees was	31	31
The average number of full time employees was	<u>7</u>	<u>6</u>

No employees received employee benefits in excess of £60,000 (2020 – Nil).

No member of the Trustee Director Board received any remuneration or expenses during the year (2020 – Nil).

The key management personnel of the charity received employee benefits totalling £201,351 (2020 - £201,939).

**5. Tangible fixed assets**

	<b>Leasehold Improvements</b>	<b>Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 31 March 2020	144,017	57,714	201,731
Additions	33,262	-	33,262
Disposals	-	(2,073)	(2,073)
<b>At 31 March 2021</b>	<u><b>177,279</b></u>	<u><b>55,641</b></u>	<u><b>232,920</b></u>
<b>Depreciation</b>			
At 31 March 2020	92,964	39,023	131,987
Charge for the year	14,040	6,691	20,731
Elimination of disposal	-	(2,073)	(2,073)
<b>At 31 March 2021</b>	<u><b>107,004</b></u>	<u><b>43,569</b></u>	<u><b>150,645</b></u>
<b>Net book value</b>			
<b>At 31 March 2021</b>	<u><u><b>70,275</b></u></u>	<u><u><b>12,072</b></u></u>	<u><u><b>82,275</b></u></u>
Net book value			
At 31 March 2020	<u><u>51,053</u></u>	<u><u>18,691</u></u>	<u><u>69,744</u></u>

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Notes to the financial statements (continued)  
Year ended 31 March 2021**

**6. Debtors**

	2021 £	2020 £
Other debtors	24,499	3,842
Prepayment	3,463	5,386
	<u>27,962</u>	<u>9,228</u>

**7. Creditors  
Amounts falling due within one year**

	2021 £	2020 £
Trade creditors	10,687	-
Other taxes, social security & pensions	12,081	8,983
Accruals & other creditors	8,297	9,141
Deferred income	50,770	52,083
	<u>81,835</u>	<u>70,207</u>

Income received during the year that has been deferred as it does not meet the recognition criteria as set out in the accounting policies is as follows:

	Unrestricted Funds	Restricted Funds				2021 Total
		Training Offering	Reading	Wokingham	Newbury	
	£	£	£	£	£	£
Assura Community Fund	-	-	1,063	1,063	1,063	3,189
Aviva Community Funding	326	-	-	-	-	326
AWE	4,811	-	-	-	-	4,811
Barbara Ward Children's Foundation	5,000	-	-	-	-	5,000
Big Lottery Fund	-	-	-	3,116	-	3,116
Clumber Family Charitable Trust	1,000	-	-	-	-	1,000
D Keedle	-	-	-	250	-	250
D'Oyly Carte Charitable Trust	-	-	-	1,365	-	1,365
Ernest Hecht Charitable Trust	-	-	322	322	322	966
Flintshire CC	-	1,025	-	-	-	1,025
Genetic Disord UK	-	-	1,139	1,139	1,139	3,417
Greenham Common Trust	-	-	-	-	12,772	12,772
Henry Smith Charity	-	-	-	6,325	-	6,325
Just Giving	2,250	-	-	-	-	2,250
Masonic Charitable Foundation	-	-	-	-	1,162	1,162
Rotary Club of Reading	-	-	500	-	-	500
Thatcham Town Council	-	-	-	-	300	300
The Good Exchange	-	-	-	-	1,996	1,996
The Peter Baker Foundation	-	-	-	-	1,000	1,000
	<u>13,387</u>	<u>1,025</u>	<u>3,024</u>	<u>13,580</u>	<u>19,754</u>	<u>50,770</u>

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Notes to the financial statements (continued)  
Year ended 31 March 2021**

**7. Creditors (continued)**

	Unrestricted Funds	Restricted Funds				2020 Total
		Training Offering	Reading	Wokingham	Newbury	
			£	£	£	£
Balance of 1:1 funding	-	-	-	15,741	-	<b>15,741</b>
Big Lottery Fund	-	-	-	2,667	-	<b>2,667</b>
Children in Need	-	-	3,667	-	3,667	<b>7,334</b>
D'Oyly Carte Charitable Trust	-	-	-	1,365	-	<b>1,365</b>
Englefield Charitable Trust	-	-	-	3,000	-	<b>3,000</b>
Greenham Common Trust	-	-	-	-	3,000	<b>3,000</b>
Hampshire County Council	1,000	-	-	-	-	<b>1,000</b>
Hampshire County Council	-	650	-	-	-	<b>650</b>
Henry Smith Charity	-	-	2,108	2,108	2,108	<b>6,324</b>
Masonic Charitable Foundation	-	-	-	-	1,137	<b>1,137</b>
Morrison's Foundation	-	-	-	1,365	-	<b>1,365</b>
The Peter Baker Foundation	-	-	-	-	3,000	<b>3,000</b>
Wokingham United	-	5,500	-	-	-	<b>5,500</b>
	<u>1,000</u>	<u>6,150</u>	<u>5,775</u>	<u>26,246</u>	<u>12,912</u>	<u>52,083</u>

**8. Analysis of net assets between funds**

	Unrestricted £	Restricted £	Total 2021 £
Tangible fixed assets	-	82,275	82,275
Net current assets	147,868	42,234	190,102
	<u>147,868</u>	<u>124,509</u>	<u>272,377</u>
	<u>147,868</u>	<u>124,509</u>	<u>272,377</u>
	Unrestricted £	Restricted £	Total 2020 £
Tangible fixed assets	-	69,744	69,744
Net current assets	141,623	8,313	149,936
	<u>141,623</u>	<u>78,057</u>	<u>219,680</u>
	<u>141,623</u>	<u>78,057</u>	<u>219,680</u>

**9. Reserves policy**

As described in the Directors Report on page 7, the directors have reviewed and renewed the reserves policy. The new total requirement for 4 months of net operating costs, redundancy and other costs would be £116,295 (2020 - £88,751). This would be covered by:

Unrestricted Funds	£96,246
Newbury Restricted Funds	-
Reading Restricted Funds	£17,268
Wokingham Restricted Funds	£2,781

**Dingley Family and Specialist Early Years Centres  
(Limited by guarantee)**

**Notes to the financial statements (continued)  
Year ended 31 March 2021**

**10. Commitments under operating leases**

At 31 March 2021 the company had future minimum lease payments under non-cancellable operating leases as set out below:

	2021		2020	
	Land and buildings £	Other £	Land and buildings £	Other £
Within 1 year	15,952	-	15,952	-
Later than 1 year and not later than 5 years	15,600	-	23,400	-
Later than 5 years	-	-	-	-
	<u>31,552</u>	<u>-</u>	<u>39,352</u>	<u>-</u>

**11. Pensions**

The charitable company runs a defined contribution scheme. The costs for the year represents the charitable company's contributions to the scheme of £12,450 (2020 - £10,530). At the year end £3,434 (2020 - £2,516) was accrued in respect of contributions to this scheme.

**12. Taxation**

The charitable company is exempt from Corporation Tax on its charitable activities. The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

**13. Reconciliation of income/(expenditure) in funds to net cash flow from operating activities**

	2021 £	2020 £
Income/(expenditure) in funds	52,697	2,315
Add back depreciation charge	20,731	21,993
Deduct investment income shown in investing activities	(921)	(774)
(Increase)/Decrease in debtors	(18,734)	6,224
Increase in creditors	11,628	19,579
Net cash provided by operating activities	<u>65,401</u>	<u>49,337</u>

**14. Related party transactions**

During the year the charitable company paid training fees of £120 (2020: £nil) to Fairbairn People Development Ltd, a company which is owed by Lorna Fairbairn, a director. Nothing was outstanding at the year end.

During the year the charitable company paid equipment fees of £480 (2020: £nil) to R J Morgan Fencing Ltd, a company which is owned by the spouse of Zora Morgan, the Wokingham Centre Manager.