



Dudley Lodge

safeguarding children services

DUDLEY LODGE

**143 Warwick Road, Coventry, CV3 6AT
(a company limited by guarantee)**

**REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2025**

**Company No: 03729909
Charity No: 1078207**

DUDLEY LODGE
(a company limited by guarantee)

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THE CHAIR'S REPORT
for the year ended 31 March 2025

It is a great privilege to provide this Introduction to our Annual Report and Financial Statements for the year ended 31st March 2025.

I would like to start by paying tribute to our wonderful staff who remain so committed to the services we provide, meeting the needs of the vulnerable families we serve and in particular ensuring the safety and wellbeing of young children. We maintain a rolling staff succession plan and a "talent profile" which are important parts of our commitment to the professional and personal development of our staff which helps to underpin our reputation as a good employer.

During the financial year we continued to face significant challenges insofar as the number of competing family assessment centres nationally has grown at the same time as local authorities are facing difficult constraints on their financial resources. We have responded by focusing very strongly on opportunities to enhance and diversify our service delivery and making sure that we are operating as effectively as possible in a difficult market. We continue to aim to be the destination of choice for referrals and whilst there is no room for complacency we continue to enjoy a stable financial position notwithstanding these challenges. We aim to pilot new assessment models and one such pilot is already underway involving mothers who are towards the end of a prison sentence where we are offering a mixture of assessment pre and post release.

During the year we took the difficult decision to close our Wolverhampton centre as a response to the drop in total referrals. Our aim now is to lease the building to another charity supporting vulnerable people whilst we undertake a review of future service options. We are making good progress in that regard.

Our work across the wider community comes under the title of "Hurdle" which enjoys the financial support of the Lottery and generous grants from a number of other charities. We are grateful for that support, and we have developed a strategy which aims to demonstrate that a range of community-based services to vulnerable families outside our Centres can make a huge difference, whether that be in post assessment support or preventative work. We hope and believe that Hurdle can evolve into a range of services based on better value for money and better outcomes for commissioning bodies and the vulnerable families we support. A PhD research study has provided valuable evidence around the effectiveness of "Hurdle" and the final evaluation for the Lottery Fund due in June 2026 will also include a cost benefit analysis. This project has moved into its fifth year, now, and continues to meet all its targets. During the year we were pleased to extend this type of work into a pilot project with Warwickshire County Council to provide an advocacy service for parents whose children are involved in child protection processes.

We have recently succeeded in joining the West Midlands Children's Regional Residential Care framework for residential parenting assessments. This is an important step forward as we continue to seek a sustainable level of referrals bearing in mind that the framework aims to be the primary means by which placements are sourced in the West Midlands and includes 14 local authorities across the region.

The year ended March 2025 has been another successful one for Dudley Lodge. A healthy financial surplus has been recorded and that enables us to plough money back into the charity, including our community support work through Hurdle.

We are blessed with a board of trustees who are very committed to the continuing success of our organisation as we respond to the challenges and opportunities ahead. During the year we were pleased to be further strengthened with the appointment of April Carney-Dalton who brings a wealth of experience on all matters relating to human resources. I am particularly grateful for the way in which the Board and the Executive Team work together based on the values of mutual trust and respect.

I hope all those who have an interest in our work find the following Report and Financial Statements of some value and that it furthers your understanding of the work we do.

Peter Roach
Chair

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ending 31 March 2025 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) published in October 2019.

Objects and principal activities of the charity

The charity is established to promote the physical and mental health welfare and safety of children, young people and adults, by developing childcare knowledge and by providing parenting assessments, practical support and assistance, education, advice and counselling, whether in accommodation provided by the charity or in the wider community.

Principal activities of the charity

The principal activity of the charity is to provide accommodation to vulnerable children, young people, and their parents for the purpose of assessment and support.

We provide independent, comprehensive family assessments, incorporating a high level of supervision for children and their parents/carers that are tailored to the individual needs of the family. The assessment is deemed a positive intervention with the emphasis of our work being focused on assessment and providing a learning/re-learning experience for parents within an environment/situation that is sensitive and supportive.

The Directors/Trustees and the Executive Team demonstrate a strong commitment to continuous improvement in relation to assessment, support, services, accommodation, and facilities. They are committed to the principle of providing a quality workforce, having competent well-trained staff, to provide good quality care/services for children, young people, and their families.

In shaping our objectives for the year and planning our future activities, the Directors/Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

Our Vision

Dudley Lodge will be the preferred provider of a range of independent high-quality children's safeguarding services for local authorities, guardians, and advocates.

We will enhance our reputation for excellence and innovation by demonstrating skills in dealing with the most complex cases regarding vulnerable children and families.

Our Mission:

To provide the courts and other relevant parties concerned with safeguarding children, with a range of high-quality independent assessments, interventions, and services regarding referred parents/carers' abilities to keep children safe; and to assess their capacity and potential for promoting children's continuing wellbeing.

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Our Values:

- We believe that all children have the right to have their safety and welfare needs met.
- We believe that all adults have a responsibility to respond to concerns, worries, and doubts regarding the safety and wellbeing of children wherever they may be.
- We believe that it is people who make the difference in any enterprise, and to give of their best they must be treated with dignity and respect.

Equality & Diversity Statement

Dudley Lodge will place diversity at the heart of all activities. Our charity values the diverse nature of its Staff, Board Members and of those using our services. We will ensure that this is reflected in all our practices, policies, and services.

Promoting equality and diversity is a duty our charity takes very seriously and is a responsibility shared by all Staff and Board Members.

Dudley Lodge's commitment to equality involves much more than positive action to promote equal opportunities and eradicate discrimination. It means that we are actively committed to encouraging and promoting the richness brought to the charity by the diverse nature of our Staff, Board Members, and Service Users.

Fundraising Standards Information:

The charity fundraises internally and approaches funders who have given explicit consent to receive such contact under the General Data Protection Regulation (GDPR). We occasionally utilise a fundraising consultant on an ad hoc basis to support specific applications or opportunities. We have received no fundraising complaints during the year.

Objectives for 2024/2025 and our Achievements:

1. Pilot new assessment models.

Last year preliminary meetings took place with the National Fostering Agency who were willing to enter a partnership to move a parent/child fostering assessment model pilot project forward. Despite positive interest shown by private fostering agencies they remain slow to move this forward despite our persistence.

During the year we have been able to secure the support of Peterborough HMP to pilot a model working with mothers towards the end of their prison sentence where we can offer a mixture of assessment pre and post release. We carried out our first parenting risk assessment with a mother during the last stages of her prison sentence, and this has been followed by a residential assessment which is still in progress. The insights from this pilot will be utilised to further market the concept.

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2. Hurdle to continue to meet the requirements of the Lottery funding; and working in line with our Fundraising Strategy.

All required outcomes for our fourth year of Lottery funding were successfully met. Our mid-way evaluation, completed by Charity Fundraising Ltd, demonstrated positive service outcomes and was accepted by the Lottery in June 2024.

We continue to work with Charity Fundraising Ltd to strengthen our data analysis for the final evaluation, due for completion in June 2026, which will include a cost-benefit analysis to ensure our results are relevant to both funders and Local Authority commissioners.

In addition, the PhD study in partnership with Phoenix Psychology has been completed. This examined the impact of Hurdle's model on helping to facilitate change in what would be considered the hardest to reach service users, who are at high risk of repeating cycles of trauma, and having children removed. This research provides valuable insights into the effectiveness of our approach and aims to support future grant applications and Local Authority funding bids.

During the year Hurdle commenced a successful pilot project in partnership with Warwickshire County Council to provide parent advocacy for parents whose children are involved in child protection processes. This has been successfully expanded to March 2026, and we hope to continue our work on this area when the pilot has concluded. We have strengthened our strategic focus on succession planning and team structure to support further development of the Hurdle service.

We are actively working in line with our fundraising strategy and have begun engaging again with donors to establish new funding streams as the Lottery funding approaches its final year. We remain optimistic about these initiatives.

3. Address workforce challenges and have a positive reputation as an employer, providing good salaries, benefits and opportunities.

We continue to invest in the development of our staff and our assessment methodologies to enhance their ability to make more independent, informed decisions tailored to the specific needs of the families we support.

Our employee benefits remain strong, including comprehensive training opportunities, mental health support, a pension scheme, and competitive salaries, which have been enhanced over the past two years. However, recruitment and retention remain challenging, especially in residential roles, where unsociable hours and shifting workforce expectations continue to contribute to higher turnover.

To strengthen leadership and team cohesion, we continue to provide regular coaching and team-building sessions. Our training programme ensures ongoing professional development for managers, and the Executive Team has engaged with a coach to navigate the operational demands of the organisation while maintaining strategic focus and morale.

We are also collaborating with two external consultants who bring sector-specific expertise in Family Assessment and Support Services. Their insights are helping to shape our strategic direction. Concurrently, Centre Managers are reviewing internal processes to identify opportunities for increased efficiency and reduced administrative burden and streamlining our recording processes.

In line with our commitment to continuous improvement, we are refining our assessment methodologies, including shortening teaching phases to allow more time to evaluate change and independence. While our exploration of AI integration is still in its early stages, we are beginning to explore the potential of it to enhance service delivery and operational effectiveness.

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for the year ended 31 March 2025

4. Maintain a strong financial position, receiving a high level of referrals from authorities across a wide geographical range in respect of Family Assessments, along with attracting new authorities to our third Centre.

During the financial year, we continued to face significant challenges due to increasingly constrained budgets within Local Authorities and a growing number of competing family assessment centres nationwide. The expansion of the provider market and the need to drive down prices has impacted Dudley Lodge and other centres.

Although referral volumes remained high, the number of families placed with us reduced, reflecting broader market instability. In response to the drop in placements and assessment income, we made the difficult decision to close our Wolverhampton assessment centre at the end of the financial year. The property will be leased to another charity supporting vulnerable individuals while we evaluate future service options.

Despite the challenges faced during the year, we acted swiftly to adjust operations, relocate staff where possible, and absorb the financial shortfall. This proactive approach enabled us to generate a healthy surplus, ensuring continued service development and financial stability. The Executive Team continues to monitor market trends and remains responsive to changes in demand.

We are pleased to have successfully joined the West Midlands Children's Regional Residential Care Framework (2025) for the provision of Residential Parenting Assessments placements. The Framework aims to be the primary means by which residential care placements are sourced in the region from the independent market and incorporates 14 Local Authorities/Trusts. Contracts are due to commence on 31 October 2025.

We established new partnerships with several Local Authorities across the country during the year, and remain committed to delivering high-quality, value-for-money assessments, despite the ongoing pressures across the sector.

5. Stay committed to assessing our use of energy and proactively seek to reduce our carbon footprint and make long term savings for the charity, along with improving all our facilities.

Our sustainability initiatives are progressing well, with quarterly Green Meetings now established across the Centres. These meetings focus on reducing waste, eliminating single-use plastics, improving recycling practices, and encouraging environmentally conscious behaviours among both staff and residents.

Environmental considerations are now embedded into all new building works, ensuring that the most sustainable choices are prioritised. Our Wolverhampton property has been fitted with secondary glazing to improve energy efficiency, and our Birmingham centre has undergone a full window replacement to further reduce heat loss and enhance insulation.

Plans for Future Periods

2025-2028 Strategic Priorities

- We aim to stabilise and strengthen organisational foundations, preparing the charity for the challenging years ahead by building long-term resilience across all levels of the organisation.
- We aim to develop a skilled, diverse, and future-ready workforce, investing in, attracting, retaining, and developing a workforce that is adaptable, inclusive, and equipped for future challenges.
- We aim to ensure financial sustainability and strategic agility maintaining a strong financial footing while remaining responsive to shifting funding landscapes, including the potential need to diversify income streams and adjust service models in response to diminishing local authority budgets.

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

The objectives for 2025/26 are:

1. Continue to pilot new assessment models to support ever reducing Local Authority budgets.
2. Hurdle to continue to meet the requirements of the Lottery funding, and working in line with our Fundraising Strategy
3. Establish efficient recording systems for our workforce to significantly reduce recording and reporting time and improve quality.
4. Maintain a strong financial position, maintaining a steady level of referrals and occupancy.
5. Closely monitor the Children's Services Market to identify threats and opportunities.

Financial Review and Results for the Year

During the year, we received total income of £6,163k to deliver our services (2024: £5,270k); an increase of 17% on the previous year. Despite the challenges we faced in the family assessment market during the financial year, we generated total income of £5,149k (2024: £4,703k). Income from other services, including surveillance income, transitional assessments, and Hurdle advocacy work totalled £747k (2024: £415k).

Income for our Hurdle support service increased in the year from £120k to £206k. We received a further £73k for the 4th year of a 5-year funding award from the National Lottery Community Fund; £55k from The 29th May 1965 Charitable Trust to support staff costs in the year, and a further £55k for the 2025/6 financial year; and £35k in other donations (see detail in note 1 of the accounts). We would like to thank all our donors who have supported the ongoing costs and continued development of our Hurdle service.

We received a donation of £13k from the Alan Edward Higgs Charity to upgrade one of the bathroom facilities at our Coventry centre. We also received an increased amount of investment income in the year totalling £48k (2024: £32k) due to increases in bank deposit rates.

Resources expended on charitable activities during the year totalled £5,769k (2024: £5,066k), reflecting the level of assessments and support work undertaken. Direct costs totalled £4,785k (2024: £4,195k), and support costs totalled £985k (2024: £871k). Staff costs increased by 17.5% over the year from £3,960k in 2024 to £4,707k in 2025, with the average number of employees in the year increasing from 133 to 146. We also undertook our annual pay review to ensure that the charity's salary and pension provision remains competitive, and that all our staff are fairly, remunerated and rewarded.

The charity spent £119k on fixed asset additions in the year, including £44k on the window replacements at our Wolverhampton property.

A defined pension contribution 'money purchase' scheme is in operation, under the government's automatic enrolment initiative; employer contributions of £152k (2024: £137k) were made in the year.

At 31 March 2025 total funds were £4,682k (2024: £4,289k). Restricted funds totalled £91k, and Special Trust funds totalled £114k. Unrestricted funds increased by £378k in the year from £4,099k to £4,477k; of this £2,729k is designated leaving £1,748k as free funds, see reserves policy below.

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for the year ended 31 March 2025

Reserves Policy

Reserves are required to meet the working capital requirements of the charity to safeguard the provision of services should income generating activities be curtailed or delayed. The Directors/Trustees have reviewed the charity's needs for reserves in line with guidance issued by the Charity Commission and the requirements of Ofsted and consider that the level of free reserves needed as of 31 March 2025 would be £1,722k.

After allowing for funds set aside for functional/operational tangible fixed assets, and Hurdle support services (see detail in note 15 of the accounts) free reserves totalled £1,748k as of 31 March 2025. This meets our free reserve requirement.

Principal Funding Sources

Local Authorities continue to represent the principal source of funding for the charity.

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Investment Policy

The Directors/Trustees are empowered by the Memorandum and Articles to invest the charity's funds as they see fit. The investment policy requires that surplus funds that are not required for working capital purposes should be invested to provide maximum return at a measured risk to the organisation.

All funds considered to be surplus from time to time are primarily invested on a short term or medium-term fixed interest basis to ensure that the capital value is secure and readily available. To minimise the risk to funds, investments are deposited with several banking institutions who are regulated by the Financial Services Authority and are members of the Financial Services Compensation Scheme. A smaller amount continues to be invested in Income Units with the Charities Official Investment Fund.

The charity's Investment Policy is reviewed on an annual basis.

Risk Management

The Directors/Trustees have a risk management strategy that comprises:

- 1) The operation of a risk register and an annual review of the risks the charity may face;
- 2) The establishment of systems and procedures to mitigate those risks identified on the register;
- 3) The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise. Procedures are in place to ensure compliance with health and safety of staff, families and visitors to both Centres. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity and;
- 4) The adoption of a risk-based approach to managing bribery risks. Procedures have been put in place in line with our commitment to zero tolerance to bribery based on the guidance in the Bribery Act.

Structure, Governance and Management

Governing Document

Dudley Lodge is a charitable company limited by guarantee incorporated on 10 March 1999. 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. The Directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as Board of Directors. Under the requirements of the Memorandum and Articles of Association the members of the Board are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

There are two standing committees:

- A People and Governance committee meeting quarterly
- A Finance and Audit Committee meeting quarterly

A Business Development and Project Group also meets on an ad hoc basis as needed.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Chief Executive supported by other members of the Executive Team.

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Director/Trustee Induction and Training

Directors/Trustees are recruited via internet job sites, advertisements placed in Birmingham and Coventry newspapers and via Voluntary Action Coventry who support the voluntary and community sector in the city.

The Director/Trustee appointment process includes a detailed introduction to the work of the charity by the Executive Team, Centre Managers and the Senior Management team; the role and responsibilities of a Director/Trustee are explained by the Chair of the Board.

During this process the context within which the charity operates is described with particular reference to the Articles of Association, the Governing Rules and the role of Ofsted in relation to regulation inspection. Following this, interested applicants are invited to tour the facilities and attend committee and Board meetings before making a commitment to join. New Directors/Trustees appreciate this process and are able to contribute to the work of the charity quickly and positively.

Pay policy for senior staff

The Trustees consider the Executive Team comprise the key management personnel of the Charity in charge of directing, running and operating the charity on a day-to-day basis. The pay of the executive staff is reviewed annually by the Finance and Audit Committee and is based on performance and average earning across the sector. The remuneration ratio (highest paid versus the median salary) for 2024/25 was 3.39 (2023/24: 3.57). The ratio decrease was due to more experienced staff being recruited in the year on a higher salaries. We do not pay less than the UK Living Wage.

Statement as to Disclosure of Information to Auditors

Members of the Board of Trustees who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 10.

In accordance with company law, as the company's Directors/Trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware;
and;
- As to the Directors/Trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Reference and Administrative Details

Dudley Lodge

Charity registration number

1078207

Company registration number

03729909

**Registered Office and
Operational address**

143 Warwick Road,
Coventry,
Warwickshire
CV3 6AT

President

Vacant

Vice-Presidents

Mr R Quinn
Mr P Tudor

Auditors

Dafferns Audit Limited,
One Eastwood,
Harry Weston Road,
Binley Business Park,
Coventry
CV3 2UB

Solicitors

Band Hatton Button Solicitors, 53-55 Butts Road,
Coventry CV1 3BH

Brindley Twist Tafft & James Solicitors, Lowick Gate,
Siskin Drive, Coventry CV3 4FJ

Bankers

Lloyds Bank, 30 High Street, Coventry CV1 5RA

Management Board of Directors/Trustees

Mr P Roach - Chair
Mrs J Sullivan – Vice Chair
Dr A Adefila
Ms Z Bailey
Mr D Beck
Ms A Carney-Dalton – appointed 7 August 2025
Ms J Flynn
Mr P Maddock
Mr G Nuttall
Dr S Raistrick
Dr C Wilson
Mr K Scrivens – resigned 20 June 2024

**Executive team members to whom day-to-day
management of the charity is delegated by the
Board of Directors/Trustees**

Mrs C Davis – Chief Executive
Miss K Moore – Operations Manager
Mrs H Roebuck – Head of Finance
Mrs R White – Operations Manager

Company Secretary

Mrs H Roebuck

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DIRECTORS'/TRUSTEES' REPORT
for the year ended 31 March 2025

Directors'/Trustees' Responsibilities in the Preparation of Financial Statements

The Directors/Trustees are responsible for preparing the Management Board of Directors/Trustees 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/Trustees 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, of the charitable company for that period. In preparing these financial statements, the Directors/Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Directors/Trustees are responsible for keeping adequate accounting records that 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Directors/Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Directors/Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees 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 legislation in other jurisdictions.

The company has taken advantage of the small companies' exemption in preparing the report above.

The Directors/Trustees declare that they have approved the Trustees' report (including Directors report) above.

Signed on behalf of the charity's Directors/Trustees



Mr P Roach
Chair

Dated: 6 November 2025

DUDLEY LODGE
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INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Opinion

We have audited the financial statements of Dudley Lodge (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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.

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INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 11, the Trustees (who are also the Directors of the charitable company 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 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, and those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff in compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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(a company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF DUDLEY LODGE

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 auditor's report.

Use of our report

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



Geoffrey Cox BA FCA (Senior Statutory Auditor)
for and on behalf of Dafferns Audit Limited
Chartered Accountants
Statutory Auditor
One Eastwood
Harry Weston Road
Binley Business Park
Coventry
CV3 2UB

Date: 6 November 2025

Dafferns Audit Limited is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

DUDLEY LODGE
(a company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2025

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2025 £	Total 2024 £ (see page 16)
Income from:						
Donations and legacies	1	-	145,446	-	145,446	25,746
Investments	2	48,154	-	-	48,154	31,562
Charitable activities	3	5,862,763	106,465	-	5,969,228	5,212,890
Total income		<u>5,910,917</u>	<u>251,911</u>	<u>-</u>	<u>6,162,828</u>	<u>5,270,198</u>
Expenditure on:						
Raising funds	4	-	-	-	-	-
Charitable activities	5	5,583,359	185,813	-	5,769,172	5,066,420
Total expenditure		<u>5,583,359</u>	<u>185,813</u>	<u>-</u>	<u>5,769,172</u>	<u>5,066,420</u>
Net income/(expenditure)						
before net gains		327,558	66,098	-	393,656	203,778
Net gains/(losses) on investments	11	(216)	-	-	(216)	384
Net income/(expenditure)	8	<u>327,342</u>	<u>66,098</u>	<u>-</u>	<u>393,440</u>	<u>204,162</u>
Transfers between funds	15	51,038	(13,000)	(38,038)	-	-
Net movement in funds		<u>378,380</u>	<u>53,098</u>	<u>(38,038)</u>	<u>393,440</u>	<u>204,162</u>
Reconciliation of funds						
Total funds brought forward		4,098,921	37,808	152,150	4,288,879	4,084,717
Total funds carried forward		<u><u>4,477,301</u></u>	<u><u>90,906</u></u>	<u><u>114,112</u></u>	<u><u>4,682,319</u></u>	<u><u>4,288,879</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
(including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted Fund £	Restricted Fund £	Special Trust £	Total 2024 £
Income from:					
Donations and legacies	1	-	25,746	-	25,746
Investments	2	31,562	-	-	31,562
Charitable activities	3	5,117,783	95,107	-	5,212,890
Total income		<u>5,149,345</u>	<u>120,853</u>	<u>-</u>	<u>5,270,198</u>
Expenditure on:					
Raising funds	4	-	-	-	-
Charitable activities	5	4,973,050	93,370	-	5,066,420
Total expenditure		<u>4,973,050</u>	<u>93,370</u>	<u>-</u>	<u>5,066,420</u>
Net income/(expenditure) before net gains		<u>176,295</u>	<u>27,483</u>	<u>-</u>	<u>203,778</u>
Net gains/(losses) on investments	11	384	-	-	384
Net income/(expenditure)	8	<u>176,679</u>	<u>27,483</u>	<u>-</u>	<u>204,162</u>
Transfers between funds	15	15,000	(15,000)	-	-
Net movement in funds		<u>191,679</u>	<u>12,483</u>	<u>-</u>	<u>204,162</u>
Reconciliation of funds					
Total funds brought forward		3,907,242	25,325	152,150	4,084,717
Total funds carried forward		<u><u>4,098,921</u></u>	<u><u>37,808</u></u>	<u><u>152,150</u></u>	<u><u>4,288,879</u></u>

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2025

	Notes	£	2025 £	£	2024 £
Fixed Assets					
Tangible assets	10		2,484,374		2,460,885
Investments	11		4,421		4,637
			<u>2,488,795</u>		<u>2,465,522</u>
Current assets					
Debtors	12	921,335		760,409	
Cash at bank and in hand		2,295,601		2,180,286	
		<u>3,216,936</u>		<u>2,940,695</u>	
Creditors: amounts falling due within one year	13	(388,721)		(454,126)	
		<u></u>		<u></u>	
Net current assets			2,828,215		2,486,569
			<u></u>		<u></u>
Total assets less current liabilities			5,317,010		4,952,091
Creditors: amounts falling due after more than one year	14		(634,691)		(663,212)
			<u></u>		<u></u>
Net assets			<u>4,682,319</u>		<u>4,288,879</u>
Funds of the charity:					
Unrestricted funds					
General fund	15	1,745,906		1,408,721	
Designated funds	15	2,729,232		2,687,821	
Revaluation reserve	15	2,163		2,379	
		<u></u>		<u></u>	
Total Unrestricted Funds			4,477,301		4,098,921
Restricted funds	15		90,906		37,808
Special trust	15		114,112		152,150
			<u>4,682,319</u>		<u>4,288,879</u>

For the year ended 31 March 2025 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies but as this company is a charity, it is subject to audit under the Charities Act 2011.

Directors'/Trustees' responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476;
- The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

Registered No. 03729909

DUDLEY LODGE
(a company limited by guarantee)

BALANCE SHEET
As at 31 March 2025

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

The financial statements were approved by the Board of Directors'/Trustees' and authorised for issue on 6 November 2025 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'P. Roach', with a long horizontal line extending from the end of the signature.

Mr P Roach - Chair

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

Registered No. 03729909

CASH FLOW STATEMENT
As at 31 March 2025

		2025 £	2024 £
Cash flow from operating activities	19	258,752	282,748
Interest paid		(45,304)	(46,658)
		<hr/>	<hr/>
Net cash flow from operating activities		213,448	236,090
		<hr/>	<hr/>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(118,892)	(160,333)
Interest received		48,028	31,438
		<hr/>	<hr/>
Net cash flow from investing activities		(70,864)	(128,895)
		<hr/>	<hr/>
Cash flow from financing activities			
Repayment of long-term loans		(27,269)	(23,852)
Receipt of long-term Loan		-	-
		<hr/>	<hr/>
Net cash flow from financing activities		(27,269)	(23,852)
		<hr/>	<hr/>
Net increase in cash and cash equivalents		115,315	83,343
Cash and cash equivalents at 1 April 2024		2,180,286	2,096,943
		<hr/>	<hr/>
Cash and cash equivalents at 31 March 2025		2,295,601	2,180,286
		<hr/>	<hr/>
Cash and cash equivalents consist of:			
Cash at bank and in hand		2,295,601	2,180,286
		<hr/>	<hr/>
Cash and cash equivalents at 31 March 2025		2,295,601	2,180,286
		<hr/>	<hr/>

The notes on pages 20 to 32 form part of these accounts.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the charitable company's accounts.

General information and basis of preparation

Dudley Lodge is a charity incorporated and limited by guarantee in England / Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £20 per member of the charity. The address of the registered office is given in the charity information on page 10 of these financial statements. The nature of the charity's operations and principal activities are to provide accommodation to vulnerable children, young people and their parents for the purpose of assessment and support.

The charity constitutes a public benefit entity as defined by FRS 102. 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 (FRS 102) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Income recognition

Items of income are recognised and included in the accounts when all of the following criteria are met:

- the charity has legal entitlement to the funds;
- any performance conditions attached to the item of income have been met or are fully within the control of the charity;
- there is sufficient certainty that receipt of the income is considered probable; and
- the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

- the date on which the charity is aware that probate has been granted;
- the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made; or
- when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes direct costs of fundraising activities;
- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them; and
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Funds

Unrestricted Funds

Comprises those funds which the Directors/Trustees are free to use for any purpose in furtherance of the charitable objects.

Designated Funds

Unrestricted funds include designated funds where the Directors/Trustees, at their discretion, have created a fund for a specific purpose.

Restricted Funds

Restricted funds comprise those funds where the donor has attached restrictions to its application.

Special Trust Funds

In October 2007, the Dunsmoor charity was wound up and all assets were transferred to Dudley Lodge with prior approval from the Charity Commission.

Based upon the restrictions identified in the Dunsmoor charity accounts prior to transfer, the monies received were set up as a Special Trust and restricted funds in Dudley Lodge.

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use the monies received from the Dunsmoor Charity to contribute to the purchase and refurbishment of a new residential family centre. The Special Trust monies were ordered to be set aside each year for ten years, which Dudley Lodge must invest as a permanent endowment.

Further details of each fund are disclosed in note 15.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

All assets costing more than £1,000 are capitalised. Depreciation of fixed assets is charged by equal instalments commencing with the year of acquisition at rates estimated to write off their cost less any residual value over the expected useful lives as follows:

Freehold land	Nil
Freehold buildings	50 years
Leasehold land and buildings	Over the remaining term of the lease
Fixtures and fittings	5 to 10 years
Computer equipment	3 years

Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the Statement of Financial Activities if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities over the period of the lease.

Loans and borrowings

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Pensions

Employees of the charity are eligible for automatic enrolment in the company's defined contribution pension scheme. The contributions charged to the Statement of Financial Activities are disclosed in note 6 to the accounts. There were outstanding contributions of £nil included within other creditors at the year end.

Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

DUDLEY LODGE
(a company limited by guarantee)

ACCOUNTING POLICIES
For the year ended 31 March 2025

Financial instruments

Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price.

Other financial assets, including investments in equity instruments and which are not subsidiaries, associates or joint ventures, are initially measured at fair value which is normally transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit and loss.

Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans that are classified as debt are initially recognised at transaction price. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

1 Donations and legacies	2025	2024
	£	£
Donations	145,446	25,746

Below is a list of donations received that are classified within restricted income during the financial year:

	2025
	£
The 29th May 1961 Charity	110,000
Baron Davenport's Charity	1,000
Lillie Johnson Charitable Trust	1,000
The Eveson Trust	4,560
St. Barbaras Church	235
General Charity (Coventry)	5,000
Millies Watch	5,000
Charity of Elizabeth Swillington	5,000
The Alan Edward Higgs Charity	13,000
Earlsdon Methodist Church	100
Warwick Road United Reform Church	350
Other Donations	201
	145,446

2 Investment income	2025	2024
	£	£
Listed investments	126	124
Other interest receivable	48,028	31,438
	48,154	31,562

3 Income from charitable activities	2025	2024
	£	£
Residential assessment charges	5,148,836	4,702,805
Other services	747,260	414,978
National Lottery Community Fund grant	73,132	83,107
The Eveson Trust grant	-	12,000
	5,969,228	5,212,890

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

4	Expenditure on raising funds	2025	2024
		£	£
	Fundraising costs	-	-
		<u>-</u>	<u>-</u>
5	Charitable activities - family care, assessment and support	2025	2024
		£	£
	Costs directly allocated to activities		
	Staff costs (including ancillary costs)	4,038,171	3,426,132
	Staff training	56,419	67,542
	Premises costs	468,152	500,265
	Security	11,955	1,910
	Household expenses	78,807	73,009
	Loan interest	45,304	46,658
	Depreciation	85,862	79,772
		<u>4,784,670</u>	<u>4,195,288</u>
	Support costs		
	Staff costs (including ancillary costs)	669,188	534,018
	Office costs	35,613	72,904
	Other expenses	256,946	237,729
	Depreciation	9,540	9,198
	Audit and accountancy	11,956	11,387
	Other governance costs – Director/Trustee training etc	1,259	5,896
		<u>984,502</u>	<u>871,132</u>
		<u>5,769,172</u>	<u>5,066,420</u>

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

	2025	2024
	£	£
6 Staff costs		
Wages and salaries	3,682,170	3,315,530
Social security costs	347,078	306,530
Pension costs	151,760	136,917
Other employee benefits	526,351	201,173
	<u>4,707,359</u>	<u>3,960,150</u>

The number of higher paid employees was:	Number	Number
Taxable emoluments band £60,001 - £70,000	5	3
Taxable emoluments band £70,001 - £80,000	1	1
Taxable emoluments band £80,001 - £90,000	2	1
Taxable emoluments band £100,001 - £110,000	1	1
	<u>9</u>	<u>6</u>
The average number of employees analysed by function was: -		
Provision of family care and assessment	129	118
Support	17	15
	<u>146</u>	<u>133</u>
Full time equivalent	<u>106</u>	<u>98</u>

Key Management Personnel (Senior management) remuneration

There are four members of the senior management team (2024: four) and their aggregated remuneration in respect of qualifying services was:

	2025	2024
	£	£
Remuneration and benefits including employers NIC	376,886	367,114
Pension	16,482	15,855
	<u>393,368</u>	<u>382,969</u>

7 Directors'/Trustees' remuneration

No Directors/Trustees received any remuneration for the current or preceding year, however £86 was paid to 1 Director/Trustee as expenses (2024: £528 paid to 5 Directors/Trustees).

	2025	2024
	£	£
8 Net incoming / (outgoing) resources		
This is stated after charging:		
Auditors remuneration - audit	9,000	8,500
Auditors remuneration - other services	10,826	14,274
Depreciation	95,403	88,970
	<u>115,229</u>	<u>111,744</u>

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

9 Taxation

As a charitable company, Dudley Lodge is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or S256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charitable company.

10 Fixed assets

	Freehold premises £	Leasehold premises £	Computers, fixtures and fittings £	Total £
Cost				
1 April 2024	2,053,114	505,896	679,912	3,238,922
Additions	89,931	-	28,961	118,892
Disposals	-	-	-	-
	<u>2,143,045</u>	<u>505,896</u>	<u>708,873</u>	<u>3,357,814</u>
31 March 2025	2,143,045	505,896	708,873	3,357,814
Depreciation				
1 April 2024	217,238	147,411	413,388	778,037
Charge for year	39,830	9,517	46,056	95,403
Eliminated on disposal	-	-	-	-
	<u>257,068</u>	<u>156,928</u>	<u>459,444</u>	<u>873,440</u>
31 March 2025	257,068	156,928	459,444	873,440
Net book value				
31 March 2025	<u>1,885,977</u>	<u>348,968</u>	<u>249,429</u>	<u>2,484,374</u>
31 March 2024	<u>1,835,876</u>	<u>358,485</u>	<u>266,524</u>	<u>2,460,885</u>

Included in freehold premises is land valued at £86,120 which is not depreciated.

Leasehold premises were acquired on 3 March 2010 and comprised a 54-year occupational lease of Bonner House, this lease was extended on 27 January 2017 to a 125-year lease from that date.

	£
11 Fixed asset investments	
1 April 2024	4,637
Net gains / (losses) on revaluation at 31 March 2025	(216)
	<u>4,421</u>
Market value at 31 March 2025	<u>4,421</u>
Historical cost at 31 March 2025	<u>2,258</u>
Investments consist of:	
Charities Official Investment Fund	<u>4,421</u>

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

	2025 £	2024 £
12 Debtors		
Debtors - accommodation charges	673,394	627,679
Prepayments and accrued income	247,941	132,730
	<u>921,335</u>	<u>760,409</u>
	2025 £	2024 £
13 Creditors: amounts falling due within one year		
Bank loan (see note 14)	27,426	26,174
Trade creditors	124,341	126,555
Accruals	128,443	115,472
Tax and social security	81,177	158,497
Other creditors	27,334	27,428
	<u>388,721</u>	<u>454,126</u>
	2025 £	2024 £
14 Creditors: Amounts falling due after more than one year		
Bank loan	<u>634,691</u>	<u>663,212</u>

The bank loan for Bonner House, is secured by a legal charge over freehold property, and is repayable by monthly instalments. Interest is being charged at 3.26% over Lloyds Bank plc Base Rate. Full settlement of this loan was made on 6 June 2025.

In the current year a bank loan was obtained for the purchase of 96 Tettenhall Road, this is secured by a legal charge over freehold property, and is repayable by monthly instalments. A fixed interest rate is being charged at 6.51%.

A part-settlement in the amount of £250,000 was made on 17th September 2025

Amounts falling due on the bank loan are as follows:

	2025 £	2024 £
In one year or less (note 13)	27,426	26,174
Between one and two years	28,761	27,426
Between two and five years	95,220	90,652
Over five years	510,710	545,134
	<u>662,117</u>	<u>689,386</u>

DUDLEY LODGE
(a company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 31 March 2025

15 Analysis of charitable funds

	Balance 31 March 2024 £	Incoming Resources £	Resources Expended £	Transfers £	Gains/ (Losses) £	Balance 31 March 2025 £
Unrestricted fund	1,408,721	5,909,037	(5,526,401)	(45,451)	-	1,745,906
Designated funds:						
Fixed Asset Fund	2,460,885	-	-	23,489	-	2,484,374
Capital Building Fund	44,000	-	-	(44,000)	-	-
Hurdle Support Services: (Inc. The Paul Tudor Fund)	182,936	1,880	(56,958)	117,000	-	244,858
Revaluation Reserve	2,379	-	-	-	(216)	2,163
Restricted funds:						
National Lottery Community Fund – RC Midlands Region	28,808	73,132	(84,366)	-	-	17,574
Hurdle Support Services: (Inc. The Paul Tudor Fund)	9,000	178,779	(101,447)	(13,000)	-	73,332
Special Trust Fund	152,150	-	-	(38,038)	-	114,112
	<u>4,288,879</u>	<u>6,162,828</u>	<u>(5,769,172)</u>	<u>-</u>	<u>(216)</u>	<u>4,682,319</u>

Unrestricted Funds

The “free reserves” which are available to be spent on the purposes of the charity.

Designated funds

Fixed Asset Fund is the value of unrestricted funds represented by the tangible fixed assets owned by the charity. These are used for operational purposes and have been excluded from ‘free reserves’ under Charity Commission guidelines.

Capital Building Fund represents the amount set aside by the Directors/Trustees to create additional space and to expand operational facilities.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

Revaluation Reserve Fund is required by the Companies Act and represents the amount by which investments exceed their historical cost.

Restricted funds

The Restricted Fund represents monies received from The National Lottery Community Fund - RC Midlands Region programme. These funds will assist with the provision of the Hurdle community support service.

Hurdle Support Services (Inc. The Paul Tudor Fund) are funds committed to support the Hurdle Service which is aimed at helping parents who are at risk of losing their children to the care system or who have already lost their children to the care system.

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15 Analysis of charitable funds (Continued)

Special Trust Fund - Dunsmoor Fund

On 19 August 2010, Dudley Lodge were granted permission by the Charity Commission to use permanent endowment monies, received from the Dunsmoor Charity in October 2007, to contribute to the purchase and refurbishment of a new residential family centre. Under the Charity Commission recoupment order made at that time, £15,215 had to be repaid to the fund each year for the next ten years to replace the money used. Interest received, which is below £500, has been recorded in unrestricted funds and was fully spent on family activities.

On 9 May 2024, the Board resolved to use £38,000 (25%) of the Dunsmoor Fund to contribute to the upgrading of the Coventry residential family centre. This will be repayable over a 5-year period commencing 31 March 2026.

16 Analysis of net assets between funds

	Unrestricted £	Restricted £	Special Trust £	Total £
Fund balances at 31 March 2025 are represented by:				
Tangible fixed assets	2,484,374	-	-	2,484,374
Investments	4,421	-	-	4,421
Cash at bank and in hand	2,090,583	90,906	114,112	2,295,601
Other net assets	(102,077)	-	-	(102,077)
	<u>4,477,301</u>	<u>90,906</u>	<u>114,112</u>	<u>4,682,319</u>

17 Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

Land and Buildings	2025	2024
	£	£
Within one year	7,500	7,500
One to five years	30,000	30,000
More than five years	2,356,982	2,364,482
	<u>2,393,482</u>	<u>2,399,982</u>
 Office Equipment	 2025	 2024
	£	£
Within one year	1,896	2,554
One to five years	423	2,319
	<u>2,319</u>	<u>4,873</u>

18 Capital commitments

	2025	2024
	£	£
Contracted but not provided for in the financial statements	-	-
	<u>-</u>	<u>-</u>

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19 Cash flow from operating activities

	2025	2024
	£	£
Net movement in funds	393,440	189,162
Depreciation	95,403	88,970
Interest paid	45,304	46,658
Interest received	(48,028)	(31,438)
Losses/(gains) in investments	216	(384)
Decrease/(increase) in debtors	(160,926)	52,377
Increase/(decrease) in creditors	(66,657)	(62,597)
	<u>258,752</u>	<u>282,748</u>

20 Ultimate controlling party

The Charity is under the control of its Board of Directors/Trustees throughout the current and preceding year.

21 Related party transactions

There are no related party transactions during the period (2024: £nil).

22 Pensions and other post-retirement benefits

Defined contribution pension plans

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £151,760 (2024: £136,917).

The defined contribution liability is allocated to unrestricted funds.

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23 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2025	2024
	£	£
Financial assets		
Measured at fair value through net income / expenditure:		
Fixed asset listed investments (note 11)	4,421	4,637
Debt instruments measured at amortised cost:		
Debtors – accommodation charges (note 12)	673,394	627,679
Financial liabilities		
Measured at amortised cost		
Bank loans (notes 14)	(662,116)	(689,386)
Trade creditors (notes 13)	(124,341)	(126,555)
Other creditors (notes 13)	(27,334)	(27,428)

The income, expenses, net gains and net losses attributable to the charity's financial instruments are summarised as follows:

Net gains and losses (including changes in fair value)

Financial assets measured at fair value through net income / expenditure	(216)	384
Financial liabilities measured at amortised cost through net income / expenditure	(45,304)	(46,658)