



Bridgewater
School

WHERE INDIVIDUALS COUNT

Annual Report and Financial Statements for the Year Ended 31st August 2025

Registered Charity Number: 1105547
Company Limited by Guarantee Number: 05190072



Annual Report and Financial Statements for the Year Ended 31st August 2025

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Trustees' Report

The Trustees of the Charity, who are directors for the purposes of company law and Governors of Bridgewater School, present the Annual Report together with the Financial Statements and Auditors' Report of the charitable company for the year ended 31st August 2025.

Objects, Aims, Objectives and Policies

Charitable Objects

In 1950, a group of parents wanted to find an alternative to schools in the area, believing that every child deserved access to the best education possible. Out of this shared vision, Bridgewater School was born and today this aspiration remains at the heart of everything we do.

The objects of the Charity are to advance education and training for the public benefit, which is currently delivered through the provision of independent education for boys and girls aged between 3 and 18 years.

Aims and Ethos

At Bridgewater School we believe that education is not just about imparting knowledge but about shaping character, fostering curiosity and equipping young people with the skills to thrive. Ever since the school's inception, we have used our smaller, unique and nurturing setting to deliver holistic learning which recognises, celebrates and values each individual and their contribution to society, providing a broad and balanced education that goes beyond traditional academic achievements.

The Bridgewater ethos characterises our culture and manifests itself in our attitudes and aspirations. It is a powerful and motivating force that touches and changes the lives of everyone associated with our school:

Children – From the youngest to the eldest. From those who have just joined us to those who have been with us always. They are at the heart of our school.

Colleagues – They are the foundation of our school. They deliver day in, day out. Every member of our team understands their role and shares our common purpose.

Community – The people and groups who we are proud to connect with for mutual influence and support.

Families – The rounded development of their children matters the most. Like us, they understand that Bridgewater will harness and cultivate the talents of all children, big or small.



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At the heart of our ethos is the belief that every individual deserves a range of opportunities which will allow them to flourish to the very best of their academic, social, physical, emotional and practical abilities. And because the education we provide affects every individual's experiences and outcomes, our behaviours are guided at all times by the following principles:

<p>Inclusivity</p> <p>We know that everyone is unique, that we all have our part to play, that our needs are different and that this is what makes us special.</p> <p>We have a warm welcome for all.</p>	<p>Intellect</p> <p>We use our brainpower to deliver our academic rigour and impart smart, problem-solving skills.</p> <p>Whatever it is, we can work it out.</p>	<p>Integrity</p> <p>We do the right thing.</p> <p>We are honest and principled.</p> <p>We respect ourselves and others.</p>	<p>Inspiration</p> <p>We are alive with ideas, creativity and curiosity.</p> <p>We are relentlessly optimistic and love the art of the possible.</p>
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Objectives and Policies

The school's ongoing strategy involves the creation of a three-year Strategic School Development Plan and Annual Development Plans to address both the ongoing maintenance of the fabric of the school and the provision of added amenities to attract students from within the local community and further afield.

In 2024, the strategic vision for the school was set out as:

"We aspire to be a leading provider of inclusive and holistic education, dedicated to nurturing socially aware and resilient individuals who are ready for the opportunities and challenges of the 21st century. Our vision is to cultivate a learning environment where academic excellence is seamlessly integrated with outstanding pastoral care, fostering the growth of well-rounded, empathetic and forward-thinking students."

Six strategic priorities have been identified as providing the framework for the school's vision:

1. Academic achievement and aspiration founded on strong teaching and learning
2. An inclusive, holistic education which provides opportunities for personal growth and leadership
3. A sense of social responsibility within modern British society
4. Recruiting, retaining and rewarding a high quality workforce
5. Continued stability with a strong sense of community and ownership by all stakeholders
6. Making the most of our site and developing our physical environment sustainably.



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The current economic climate continues to pose the challenge of balancing future development versus the size and requirements of the student body. In this matter the need for marketing, public awareness and publicity for the school will be of paramount importance to attract students from families seeking holistic and inclusive independent school education.

The Senior Leadership Team, together with support from the Governing Body and key senior managers, continues to underpin this process in negotiation with bankers and will also seek the support of the school community with fundraising events to raise money to enhance school facilities and undertake small refurbishment projects.

Ultimately, the strategy is to develop and regenerate the existing school complex, to continue to replace and rejuvenate classrooms and facilities to a high standard and to maintain Bridgewater School's excellent reputation, both in terms of results, development of individuals and provision of facilities / curriculum.

Access Policy

At Bridgewater School we provide independent education to students from a wide social, cultural and economic background, reflecting not only our inclusive approach but also the diverse community within which we are based. The school encourages admission by pupils from all walks of life, irrespective of circumstance and, with that aim in mind, the school offers scholarships, bursaries and limited public benefit places to talented individuals who would otherwise not have the opportunity to discover their full potential.

Bursaries & Scholarships Policy

Through the school's own means-tested bursary scheme, funded solely through school funds, financial assistance is provided to over one hundred pupils every year, with the overall intention to create opportunities for children whose parents would find independent school fees beyond their means.

The school also awards a number of scholarships based on excellence in academia, sport and performing arts.

This year the value of bursaries and scholarships totalled £785,216, providing assistance to 146 pupils, representing 30% of our student population.

Assistance Policies

The school recognises that families need to plan their finances carefully when funding education; therefore flexible payment schemes provide parents with different ways to schedule and pay school fees and any other additional costs.

A sibling discount is also available to families with two or more children who have successfully secured a place.



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Performance and Achievements

As at July 2025, Bridgewater School pupil numbers were 298 in the Senior School (including Sixth Form) and 170 in the Preparatory Department (a decrease of 4.2% from the previous year).

Academic Performance

At Bridgewater, our aim is for every student to achieve their personal best. Our students continue to meet and exceed their targets, typically achieving three times the proportion of top grades compared to baseline targets, with many outstanding individual performances.

GCSE – For another consecutive year, Year 11 students collectively achieved results well above expectations. Over one third of all grades awarded were at 9-7, 20% were at the very highest levels of 9-8, and almost 60% of all grades were at 6 or above. These outcomes underscore the school's commitment to academic excellence and to providing a holistic education that nurtures and inspires students to excel in all areas of school life. Year 10 students also achieved exceptional results in Statistics, maintaining a 100% pass rate.

A Level – Here we take pride not only in our students' results, but also in the superb individual guidance they receive, which enables almost every student to secure a place at their first choice university or Higher Level Apprenticeship. In summer 2025, their academic excellence - combined with the strength of their applications - helped students gain places at some of the UK's most prestigious universities. Degree choices were as diverse as they were inspiring, spanning Medicine, Educational Psychology, Urban Planning, Occupational Health, Geology, and a variety of Engineering courses including Nuclear, Chemical, Product Design, Software and Sound.

Enrichment and Extra-Curricular Achievements

At Bridgewater School, we believe that education extends far beyond academic achievement. Our ethos is founded on providing every individual with opportunities to develop socially, emotionally, physically and practically, alongside their academic growth. The school's enrichment programme, designed to enhance, diversify and broaden the curriculum, offers an extensive range of extra-curricular and enrichment activities to ensure that every young person can flourish.

In addition to the school's award initiatives which recognise pupils for their dedication and commitment across all areas of school life, the 2024-25 academic year saw the continuation of the Enrichment Passport. This tailored programme provides a structured framework for students to explore their interests, develop key skills and achieve personal goals. By offering diverse opportunities, the initiative inspires a lifelong love of learning, a passion for community involvement and the confidence to embrace future challenges.

Opportunities for external development and progression continued through the Duke of Edinburgh's Award Scheme, ABRSM examinations, the annual UK Maths Challenge and the ISA E-Sports Competition.

The Arts continued to provide numerous opportunities throughout the year for pupils to enhance their performance skills and showcase their creative talents in music, drama and dance. Musical Theatre productions across both the Prep Department and Senior School complemented the school's seasonal shows, while the annual Art, Design and Music Showcase further celebrated students' achievements, offering valuable platforms for recognition and celebration.



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Students also represented the school in a wide range of sporting competitions. Highlights of the year included Bridgewater's Year 7 and 8 teams becoming Salford Netball Tournament Champions, ISA North U16 Football Competition Plate Winners, and achieving medals in both the AJIS and ISA Athletics Competitions, alongside reaching the ISA Cross Country finals. Individual accomplishments were also celebrated at a national and international level in equestrianism, golf, dance, gymnastics, cross country and water polo.

The Bridgewater Forest School, launched in January 2024, has continued to be a source of inspiration for Prep pupils. This natural outdoor learning environment, fully integrated into the weekly curriculum, fosters problem-solving, practical skills and self-confidence. Enhanced by further investment, Forest School reflects the school's commitment to child-centred learning and sets the foundation for achievement across all aspects of school life.

Immersive educational experiences remain an integral part of the school's enrichment programme. In 2024-25, students from Early Years through to Sixth Form took part in a variety of carefully planned interactive workshops and educational visits to destinations including Thackrays Museum of Medicine, Jodrell Bank, Tatton Park, Longley Lane Recycling Centre, Stockport Air Raid Shelters, Quarry Bank Mill, Manchester Museum and Imagine That!. These experiences allowed pupils to broaden their perspectives, deepen their sense of identity and develop an appreciation for culture, history and innovation.

Residential trips continue to enrich learning and enhance personal development. Organised annually for pupils from the age of eight, these experiences offer opportunities to engage in a diverse range of activities and physical challenges beyond the classroom. This academic year saw the addition of a new outdoor adventure opportunity with a surfing residential for Key Stage 2 pupils. As students progress through the school, this holistic approach continues through a series of compulsory bonding trips and exciting international opportunities. In 2024-25 these included a French trip for MFL and History immersion, a visit to the United States for dynamic History exploration, a Senior School ski trip to the US, and a multi-sport adventure at Club La Santa, Lanzarote.

Bridgewater remains deeply committed to supporting the health and wellbeing of its young people. As part of this commitment, we were delighted to continue our dedicated *Focus on Wellbeing* programme, designed to promote the social, emotional, physical and practical wellbeing of all students. In addition, this year marked the introduction of the school's first official *Cultural Day* - a stand-alone celebration of inclusivity, global awareness and community. While not formally part of the wellbeing programme, it successfully set a positive tone for the days that followed and contributed meaningfully to the wider personal development of our students.

Development and Improvement

The school is committed to a programme of continuous development and investment, to improve the facilities that complement the neo-Elizabethan house which sits at the heart of the site.

In the last fifteen years, a purpose-designed EYFS facility has been added, in part to maintain and increase the number of younger students and to assist in the marketing of this important element of the curriculum and of Bridgewater School. The school has also invested heavily in its outdoor space, with the provision of a 3G all-weather pitch to enable the delivery of a comprehensive sports plan across the whole school, the addition of outdoor gym equipment, completion of an adventure play area with climbing frames suitable for all ages, and classroom extensions in Key Stage 1 in order to provide a safe, secure outdoor learning environment for all pupils.



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Creation and development of the Bridgewater Forest School has further enhanced the school's outdoor curriculum for pupils in the Prep Department. The Forest School area, strategically located within school grounds, provides a safe, yet adventurous setting in which children can grow and make deeper connections with the natural world. The initiative has marked a milestone in the school's commitment to holistic education, enabling pupils to engage with learning in a way that is not only educational, but inspiring and deeply enriching.

The school continues to make important improvements to the whole school site to enhance the facilities for students of all ages. Investment continues to be made in the school's virtual library to further support pupils in developing the vital literacy, verbal, creative and research skills necessary for success. Other recent projects include the redesign and upgrade of the Art Studios and refurbishment of the office area, together with a complete makeover of the school's Dining Hall to offer a more rejuvenating and restorative eating environment for all pupils. New signage has also been implemented across the school site to celebrate students' achievements and reinforce the school's core values.

The school continues to review and invest in its IT infrastructure, providing a stable platform for delivering education across all year groups. In addition to the full refurbishment and upgrade of existing ICT facilities to provide a new ICT suite, specific investment has also been made to enable all teaching staff to deliver a full curriculum remotely. The addition of Chromebooks in both the Prep and Senior departments has been a great advantage and provides excellent research opportunities. Chromebooks have also been purchased for use in the Art department and Sixth Form. Further investment has also been made in specialist software for the Music department.

Email, school website and other digital channels continue to create the ideal medium for the relay of information between the school and the parent body. ClassCharts, an online student planner system and communication tool, enables both parents and students to log on and monitor homework, rewards and sanctions. The continued utilisation of Tapestry in EYFS enables parents to stay in touch with teachers for advice and for assessment of children's work and acquisition of their Early Learning Goals.

A continuing priority remains the recognition and support given to pupils experiencing a range of mental health challenges, and additional improvements have been made across the school to enhance the provision for learning support. The Head of Learning Support, who has responsibility for the whole school (3-18 years), is supported by an experienced team including two mental health first-aiders, two SENCO representatives from the Prep Department, two Teaching Assistants within the Prep Department and two Higher Level Teaching Assistants within the Senior School.

2024 saw the addition of a new sensory room in the Senior Department, providing a comfortable, safe and calming area for students experiencing anxiety and stress. This has added to the school's existing provision which encompasses two Learning Support areas, which provide safe spaces within which students can feel secure, plus two dedicated offices for privacy and confidentiality. The Prep 'Den' also continues to provide a reflective space for the school's younger children.



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Environmental Initiatives & Awareness

The school takes its environmental responsibilities very seriously. Our entire school community is committed to doing their best for sustainability in order to leave our planet in the best possible shape for future generations.

The Bridgewater Forest School has quickly become a cornerstone of the school's enrichment programme, offering significant environmental and ecological benefits for pupils and the wider community. By fostering hands-on learning in a natural setting, pupils gain a deeper understanding of ecosystems, biodiversity and sustainability, while developing vital skills and environmental stewardship.

The school is working towards the next level of its Eco-Schools Green Flag accreditation. The programme provides a seven step framework that looks to empower young people to make a difference in their local community and beyond.

Strategies already in place include:

- The opening up of environmental initiatives to staff such as the Cycle to Work and Electric Car Schemes;
- The roll out of LED light refurbishment throughout the Senior School and Prep Department buildings;
- The recycling of school-based materials including writing instruments, batteries, stamps and printing equipment through such schemes as Terracycle. Paper and cardboard recycling bins are also located across the whole site;
- The re-purposing of natural materials for use in the Forest School area, such as reclaimed wood for seating, the creation of bird and bat boxes, and a new bug hotel;
- Participation in the Great British Spring Clean and RSPB's annual bird watch;
- The reduction of energy usage across the school site and the ongoing education of both pupils and staff to help develop new ideas on saving energy;
- The use of a specialist waste management company. Through this partnership, the school is able to cover its waste management needs with all on-site waste diverted from landfill and recycled. Currently 99% of all waste is processed at the company's own local materials recycling facility.

Public Benefit

As a school we understand the importance of community. Our own community is a vibrant one where individuals and teams can thrive and flourish and it is this positive attitude that continues to underpin our relationships with those around us.

The school is aware of its responsibility to provide public benefit by working closely with the local community, whilst also developing links with other schools, charities and local organisations and the school and its Trustees follow the guidance from the Charities Commission regarding public benefit and how this is being delivered by the school.



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Primarily public benefit undertaken by the school is summarised as:

- Bursarial assistance
- Letting and use of school facilities across the community and at rates below market average
- Providing public performances at local community venues
- Invitation to local school children to partake in performances
- The use of facilities to host various events with other schools within the community.

Bridgewater continually strives to broaden this across the school and students are encouraged to become involved in the wider community, whether through charitable fundraising, volunteering, or supporting a common cause, and we work hard to ensure Bridgewater School gives back in a multitude of ways.

The Sports Complex & Drama Studio, which were designed with the community in mind both in terms of aesthetics and environmental impact, provide facilities which are otherwise few and far between in the local area. These include: Sport-England standard sports hall, drama studio and lecture theatre, kitchen and dining hall and high-specification classrooms, together with shower and changing facilities.

These facilities are consistently used throughout the year for various activities open to children both from and outside of Bridgewater School, particularly so during school holiday periods when activity camps run by other companies make block bookings. Local community groups and sports clubs also make use of the available facilities on a weekly basis for events and training. 2025 saw the school extend the use of its facilities to a number of charitable organisations for community events. The school was glad to award the use of these on a complimentary basis. To further support this inclusive use, in 2024 the school secured a grant from the Football Foundation to help fund the purchase of portable floodlights to enable greater use of the 3G pitch in the evenings and during the winter months. The school continues to provide a base for an external performing arts school and local musical theatre choir.

Contribution to Society

Central to our strategic vision is the aim to nurture socially aware, resilient and compassionate individuals who are ready to meet the opportunities and challenges of the 21st century. We believe that education should not only inspire academic excellence but also foster empathy, responsibility and a genuine desire to make a positive difference in the world.

As a family-focused school, championing and supporting others lies at the heart of everything we do. Students are encouraged to develop sensitivity to the needs of others, both within the school and in the wider community, through charitable fundraising, volunteering and active participation in causes that promote social good. This commitment remains central to the school's ethos and to the development of well-rounded, community-minded young people.

Each year, the Bridgewater community collectively aims to raise over £10,000 for charitable causes across Salford, Greater Manchester and beyond. In 2024-25, financial support was provided to our partnered charities, including Macmillan Cancer Support, St. Ann's Hospice, the Royal British Legion, Children in Need, Save the Children, Wood St Mission, Brain Cancer Research and Friends of Rosie.



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However, Bridgewater's contribution to society extends well beyond financial donations. This year, students, staff and families worked together to provide practical support through a variety of initiatives, including donations of shoes and school uniforms to local children living in poverty, the collection of bras for recycling in support of Against Breast Cancer, warm winter coats, clothing and Christmas gifts for the homeless and vulnerable, sanitaryware for Every Month, and books to children in Africa. These efforts demonstrate the compassion and social responsibility that underpin the Bridgewater ethos.

The 2024-25 academic year also saw the launch of a new extra-curricular initiative – the Respect, Equality and Diversity (RED) Society. Under the guidance of the Assistant Headteacher, the REDs ambassadors have become powerful advocates for inclusion, equality and cultural understanding within the school community. Through a vibrant programme of events and initiatives, they have promoted awareness and respect across all year groups, contributing meaningfully to key school occasions such as International Women's Day, Remembrance commemorations, and Yellow Day, which raises awareness of mental health and wellbeing.

The school's commitment to civic and cultural awareness was also reflected in the VE Day 80 celebration, a collaborative event between the Prep Department and the wider community. This occasion celebrated the Fundamental British Values of respect, democracy and tolerance – values that continue to shape the character and citizenship of all Bridgewater students.

Together, these initiatives reflect our belief that true education encompasses both heart and mind, empowering students not only to succeed academically, but to contribute positively to the society they will one day lead.

Fundraising

As a charitable foundation, the school has steadfastly dedicated its resources to nurturing young minds and fostering an environment of growth. In 2022 the very first Bridgewater Ball fundraiser was held in celebration of the school's 70th anniversary and its years of dedication to educational excellence. Through a collective spirit of giving, over £10,000 was raised for the Bridgewater School Development Fund, enhancing the educational journey and enriching the facilities and opportunities for every young individual. The school continues to offer additional fundraising opportunities through such activities as an annual 50/50 raffle, school business directory and corporate sponsorship.



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Financial Review

Financial Activities and Results

The Financial Statements which follow reflect the school's financial activities. The principal funding source is the fees charged by the school, which from January 2025 incurred VAT at 20%. The fees are supplemented by the other income opportunities created by the rental of school facilities to clubs and the local community.

The school continues to closely monitor its financial performance, both in terms of expenses and income, balanced against the ability to recruit new students and the new need to take the school to a higher level in terms of facilities and innovation.

Despite the constant political pressures and continually rising overheads, the school's close control of the finances has resulted in minimal impact on the school's cashflow.

The school's Marketing and Development Manager continues to assist in the delivery of the SSDP (Strategic School Development Plan) in relation to Fundraising and Marketing across the whole school as well as raising the social media profile of the school.

The Finance Committee's ongoing task is to evaluate the school's operating efficiencies, streamlining / consolidating where necessary in order that sufficient surplus funds are generated to drive future / ongoing development and maintaining the very high level of service and facilities provided.

The Governors consider the school's assets are available and adequate to fulfil its obligations.

Like most independent schools, Bridgewater faced a number of challenges within the year, notably the loss of business rate relief and the increases in Employers' National Insurance and the National Minimum Wage. The continuing above-inflation salary increases for teachers has also had a significant impact. This was reflected in the school's deficit for 2024/25 of -£119k, which was £122k lower than the budgeted surplus of £3k and £184k lower than the prior year's surplus of £65k. The school's cashflow remained strong throughout the year.

Staffing remains the largest cost.

Percentage of staff costs to total income = 76% (71% in 2023/24)

Percentage of staff costs to total costs = 74% (72% in 2023/24)

Bursarial support increased by £43k. However, when the 24/25 bursaries total is flexed to remove the fee increase so that when comparing like-with-like figures to the prior year, the total is £578,889 which is a 1.5% increase compared to £569,444 in 2023/24. The school supported 90 families, in line with the school's public benefit obligations, and awarded 56 scholarships across Years 7 to 13.

EBITDA required by the bank is 110%. The school exceeded this all year, achieving an EBITDA ratio at August 2025 of 314%.



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Development and Investment

The school has a bank loan that is split 50% fixed and 50% variable, with the overall outstanding balance at August 2025 at £1.6m. The fixed element of the loan has been renewed at the 10-year mark in September 2025. The capital loan repayments in 2024/25 totalled £65k and the loan interest paid totalled £90k, which is an overall decrease of 7% compared to 2023/24.

Principal Risks and Uncertainties

The Trustees of Bridgewater School have a Risk Assessment Policy in place which is reviewed annually. The school has collated a Risk Register which has identified Strategic, Operational, Regulatory and Financial risks. Likelihood and impact of the risks have been assessed and methods of avoiding, transferring and mitigating these have been taken into consideration. Principal risks have been identified as those which affect the running of the school such as a major incident e.g. fire, flood and storm. It also includes those which affect the financial aspect of the school such as reputational damage potentially impacting on pupil numbers on roll and possible fraud. Other risks identified are risk to injury to those on site and also potential loss of school's data.

The school acknowledges the potential financial uncertainties, of which pupil numbers is the largest challenge, both in terms of retention and recruitment. As always, the school's key recruitment areas are Early Years, Year 7 and Year 12 and marketing strategies have been implemented for this. As Senior School numbers are currently buoyant, the marketing focus will be on Prep recruitment, in particular Early Years and Key Stage 1.

One risk previously identified was the increase in electric prices, which had a significant impact on the day-to-day running costs of the school. Other key risks to highlight are government and politically driven issues, including VAT on school fees, the continuing rise in the minimum wage and loss of business rate relief for independent school charities. Risks are mitigated through ongoing review and management of our expenditure.

Reserves Policy

The school has a cash reserves policy in place where a minimum of £50,000 per annum is to be transferred into a separate bank account. The reserves may be used for investment round the school site, which is in line with the school's 5 year building strategy, or to provide additional working capital should this be required. The transfer of reserves has been incorporated into the cashflows.

The total funds held by the Charity is £4m, all unrestricted. Tangible fixed assets total £5.1m, which leaves free reserves at a negative £1.1m. It is the school's aim that as each year passes, the cash balance will increase and the loan balance will decrease thus improving the free reserves balance.



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Future Plans

The Trustees consider the school to be a going concern, especially based on the strong pupil numbers in the Senior School. The necessary steps were taken to futureproof the school regarding pension contributions and the school has the security of having set the employer pension contributions for teaching staff at 19.1%.

A key factor for the ongoing success of Bridgewater School is the retention and recruitment of pupil numbers. This is grounds for the continued focus and diligence in respect of the high standards of teaching provided and the environment in which the school operates. The school acknowledges the risk of reducing pupil numbers and the costs / budgets across the whole school are continually renewed.

The Board of Governors is acutely aware of the need to provide the highest possible standard of education whilst remaining attractive and affordable to the local community and the Board will continue to strive to keep the fees as low as possible.

The finance department will continue to utilise forecasts and budget controls, monitoring the position on a monthly basis, planning for future improvements to the school in terms of facilities, classrooms, playgrounds etc. and also in terms of infrastructure, i.e. buildings, IT hardware etc. which is monitored and reviewed by the finance committee in their regular meetings.

In terms of the curriculum, the school constantly assesses the ever-changing marketplace and the demands of pupils and the future of the school as a whole. The further use of the sports hall and sporting events will continue, with Bridgewater playing host to occasions such as inter-school cross country and chess tournaments. Furthermore, the involvement of local schools managed by the Marketing and Development Manager is being developed in a number of areas including the invitation to matinee shows by the Performing Arts & English Departments. This community involvement is expected to assist ultimately with the overall standing of the school through recruitment and the utilisation of the facilities out of school hours by the youth sections of local sports clubs, fitness clubs, drama groups and other activities.

The school is privileged to employ a highly qualified, professional and dedicated workforce which is going from strength to strength. This is reflected in, amongst other things, the consistently good examination results and behaviour of children, who continue to set an example to others.

The board is of the opinion that the school now has a solid foundation upon which to continue to develop in all areas and to respond effectively to the considerable challenges which all schools will face over the coming years.



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Structure, Governance and Management

Structure and Governance

The company's constitution is set out in the Memorandum and Articles of Association. The Governors / Directors are also the Trustees of the charitable company.

The Governors are legally responsible for the financial aspects of the company and determine the overall policy of the school. The general day-to-day operations are delegated to the Headmistress and the Bursar, with the board overseeing strategic decisions under consultation with the school and the committees as appropriate. Committees are authorised to take forward matters within their own remit, under advice to the Board.

The main governing body is comprised of those individuals detailed above, with sub-committees specialising in specific tasks. These committees enable specialist focus on key aspects of school operation and include:

- Finance
- Compliance & Governance
- Education & Child Welfare
- Personnel / Disciplinary
- Remuneration

All meetings of the company are Governors' meetings; Governors' meetings are held at least termly.

Recruitment

The company's constitution includes the provision for the Governors / Directors to propose and appoint new Governors. Governors may be co-opted in recognition of their special expertise being valuable to the work of the board, and the overall aims of the Charity, subject to a maximum of 14 Governors.

There is a formal basis for recruitment of new Governors. Focus is given to identifying those people who have a particular skill and also for their enthusiasm and participation in developing the school towards its future aims. The appointment process comprises of an initial meeting / call with the Chair of Governors to explain the responsibilities of the role. This is followed by a meeting with the Head Teacher and Bursar. Once an agreement has been made, and if successful, the new member is invited to join the next Governors' meeting, at which they are co-opted.

The new member will be inaugurated via the new introductory process including, full vetting, a tour of the school, provision of the relevant guide / handbooks and any sector specific training. These all form part of the process to ensure that the new appointee fully understands their role and responsibilities as a Director of the company, Governor of the school and Trustee of the Charity.

Governors / Directors, once appointed, retire at intervals and are eligible for re-election every four years.



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Risk Management

The Directors have examined the major strategic, business and operational risks which the school faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to minimise these risks. Issues addressed include: pupil numbers, school marketing, safeguarding, financial monitoring, health and safety, ongoing educational development, refurbishment and further improvements of the school site. These areas are under continual review within the school's Strategic Development Plan and Risk Register.

Disclosure of Information to Auditor

Each Trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information. The Trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The Annual Report was approved by the Trustees of the Charity on

29-Jan-2026

and signed on its behalf by:

Signed by:

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Dr M C Moss - Trustee



Annual Report and Financial Statements for the Year Ended 31st August 2025

Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Bridgewater School for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

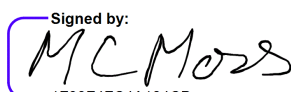
Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources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

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

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

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 on other jurisdictions.

Approved by the Trustees of the Charity on 29-Jan-2026 and signed on its behalf by:

Signed by:

 1E99E4EC4A184CD...
 Dr M C Moss - Trustee



Annual Report and Financial Statements for the Year Ended 31st August 2025

Reference and Administrative Details

Principal Office

Drywood Hall
Worsley Road
Worsley
Manchester
M28 2WQ

Web Address

www.bridgewater-school.co.uk

Company Registration Number

05190072 (a company limited by guarantee)

Charity Registration Number

1105547 (incorporated in England)

Governors, Directors and Charity Trustees

The Governors of Bridgewater School, as Trustees and directors of the charitable company, are listed below:

Mr C E Houghton

Ms K Mort (Chair)

Mr I Bamford

Mr N Beesley

Mrs P M Byrne (Vice Chair)

Mrs A Dagg

Mr S Harrison

Dr M C Moss

Mrs K Simpson

Mrs C Smith

Dr J Fleming

Mrs K O'Brien

Ms D McIvor



Annual Report and Financial Statements for the Year Ended 31st August 2025

Senior Leadership Team

The Head Teacher, Mrs JAT Nairn, is assisted in the management of Bridgewater School by the following key personnel, supported by a committed and experienced team:

Mr M Barker	Deputy Head Senior School (Academic)	<i>(resigned 31st August 2025)</i>
Mr W Amin	Deputy Head Senior School (Academic)	<i>(appointed 1st September 2025)</i>
Mr P Lyons	Deputy Head Senior School (Pastoral)	
Mr M Rooney	Deputy Head Prep School	
Ms E F Davenport	Bursar and Clerk to the Governors	
Mrs K A Booth	Senior Teacher	
Mrs R Johnson	Finance Manager	<i>(appointed 1st September 2025)</i>

Auditor

Menzies LLP
Chartered Accountants and Statutory Auditors
The Beehive
Lions Drive
Shadworth Business Park
Blackburn
BB1 2QS

Banker

Lloyds Bank plc
Hotel St Bolton Branch
PO Box 1000
BX1 1LT

Association

The School is a member of both the Independent Schools Association (ISA) and the Independent Schools Council (ISC).

Regulation

Bridgewater School is regulated by the Independent Schools Inspectorate (ISI) and underwent a routine School Inspection in September 2025. The School was found to meet all statutory Independent School Standards and other applicable regulatory requirements.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Independent Auditor's Report to the Members of Bridgewater School

Opinion

We have audited the financial statements of Bridgewater School (the 'Charity') for the year ended 31 August 2025, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, 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 United Kingdom Accounting Standards, comprising Charities SORP – FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 August 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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



Annual Report and Financial Statements for the Year Ended 31st August 2025

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our 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.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities (set out on page 17), the Trustees (who are also the directors of the charitable company for 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 Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

To assist with identifying and assessing risks associated with material misstatements, including fraud and non-compliance of laws and regulations, we carried out the following procedures:

- We obtained an understanding of laws, regulations and guidance that affect the charitable company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, health and safety legislation, and employment legislation.
- We enquired of the Trustees and reviewed correspondence and Trustee meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Trustees have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Trustees have in place to prevent and detect fraud. We enquired of the Trustees about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.



Annual Report and Financial Statements for the Year Ended 31st August 2025

- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Trustees about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

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

Signed by:

Menzies LLP

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Suzanne Lomax BA FCA (Senior Statutory Auditor)
For and on behalf of Menzies LLP, Statutory Auditor

The Beehive
Lions Drive
Shadworth Business Park
Blackburn
BB1 2QS

Date: 04-Feb-2026



Annual Report and Financial Statements for the Year Ended 31st August 2025

Statement of Financial Activities for the Year Ended 31 August 2025

(Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Total 2025 £	Total 2024 £
Income and Endowments from:			
Donations and legacies	3	24,857	5,305
Charitable activities	4	5,416,429	5,270,508
Investment income		21,452	4,312
Other trading activities	5	43,356	44,137
Total income		5,506,094	5,324,262
Expenditure on:			
Charitable activities	6	(5,625,575)	(5,258,504)
Total expenditure		(5,625,575)	(5,258,504)
Net income		(119,481)	65,758
Net movement in funds		(119,481)	65,758
Reconciliation of funds			
Total funds brought forward		4,168,804	4,103,046
Total funds carried forward	22	4,049,323	4,168,804

All of the Charity's activities derive from continuing operations during the above two periods.

The notes of pages 27 to 40 form an integral part of these financial statements.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Balance Sheet as at 31 August 2025

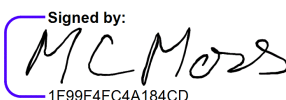
(Registration number: 05190072)

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	5,145,680	5,304,481
Investments	15	751,284	678,080
		<u>5,896,964</u>	<u>5,982,561</u>
Current assets			
Debtors	16	817,808	494,843
Cash at bank and in hand	17	603,302	1,933,383
		<u>1,421,110</u>	<u>2,428,226</u>
Creditors: Amounts falling due within one year	18	<u>(1,660,092)</u>	<u>(2,560,457)</u>
Net current (liabilities)/assets		<u>(238,982)</u>	<u>(132,231)</u>
Total assets less current liabilities		5,657,982	5,850,330
Creditors: Amounts falling due after more than one year	19	<u>(1,608,659)</u>	<u>(1,681,526)</u>
Net assets		<u>4,049,323</u>	<u>4,168,804</u>
Funds of the Charity:			
Unrestricted income funds			
Unrestricted funds		<u>4,049,323</u>	<u>4,168,804</u>
Total funds	22	<u>4,049,323</u>	<u>4,168,804</u>

The financial statements on pages 23 to 40 were approved by the Trustees, and authorised for issue on

29-Jan-2026

and signed on their behalf by:

Signed by:

 1F99F4FC4A184CD

Dr M C Moss - Trustee

The notes of pages 27 to 40 form an integral part of these financial statements.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Statement of Cash Flows for the Year Ended 31 August 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net income		(119,481)	65,758
Adjustments to cash flows from non-cash items			
Depreciation	10	241,451	229,992
Investment income		(21,452)	(4,312)
Interest payable		90,454	101,937
		<u>190,972</u>	<u>393,375</u>
Working capital adjustments			
Increase in debtors	16	(322,965)	(169,992)
Increase in creditors	18	(2,934)	42,738
Increase/(decrease) in deferred income	18	(902,598)	1,029,120
		<u>(1,037,525)</u>	<u>1,295,241</u>
Net cash flows from operating activities			
Cash flows from investing activities			
Interest received		21,452	4,312
Acquisitions from tangible assets	14	(82,650)	(188,656)
Acquisitions of investments		(73,205)	(678,080)
		<u>(134,403)</u>	<u>(862,424)</u>
Net cash flows from investing activities			
Cash flows from financing activities			
Interest paid		(90,454)	(101,937)
Repayment of bank borrowings	18	(67,699)	(64,749)
		<u>(158,153)</u>	<u>(166,686)</u>
Net cash flows from financing activities			
Net increase in cash and cash equivalents		(1,330,081)	266,131
Cash and cash equivalents at 1 September		1,933,383	1,667,252
Cash and cash equivalents at 31 August		<u>603,302</u>	<u>1,933,383</u>

All of the cash flows are derived from continuing operations during the above two periods.

The notes of pages 27 to 40 form an integral part of these financial statements.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Notes to the Financial Statements For the Year Ended 31 August 2025

1 Charity status

The Charity is limited by guarantee, incorporated in England, and consequently does not have share capital. Each of the Trustees is liable to contribute an amount not exceeding £10 towards the assets of the Charity in the event of liquidation.

The address of its registered office is:

Drywood Hall
Worsley Road
Worsley
Manchester
M28 2WQ

2 Accounting policies

Summary of significant accounting policies

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

Judgements and key sources of estimation uncertainty

There are judgements and accounting estimates made in the calculation of accruals and prepayments, bad debt provisions, determining rates of depreciation and estimating residual value of fixed assets. More information about such judgements and estimates are detailed in the policies below.

Summary of compliance

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) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Basis of preparation

Bridgewater School meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The financial statements are prepared in sterling, which is the currency of the entity.

Going concern

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the Charity.

Income and endowments

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Fees and similar earned income

This comprises fees receivable and charges for services and use of the premises less any allowances, scholarships or bursaries granted by the school against those fees.

Fees for education to be provided in future years are carried forward as deferred income in the balance sheet.

Donations and legacies

Donations and legacies are recognised when the Charity has entitlement to them and the amount can be reliably quantified and economic benefit to the school is considered probable. In the event that a donation is subject to conditions that require a level of performance by the Charity before the Charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Charity and it is probable that these conditions will be fulfilled in the reporting period.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, its probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Charitable activities

Charitable expenditure 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.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Governance costs

These include the costs attributable to the Charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustee's meetings and reimbursed expenses.

Tangible fixed assets

Fixed asset additions are initially recorded at cost.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold Property	2% straight line
Long Leasehold Property	2% straight line
Fixtures & Fittings	10-25% straight line
Motor Vehicles	25% reducing balance
Equipment	10-20% straight line

Fixed asset investments

Fixed asset investments represent cash on deposit.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. A provision for the impairment of trade debtors is established when there is objective evidence that the Charity will not be able to collect all amounts due according to the original term of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the Charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Fund structure

Unrestricted income funds are general funds that are available for use at the Trustees discretion in furtherance of the objectives of the Charity.

There are no restricted or endowment funds.

Operating leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the lease term.

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense.

The school operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the school in an independently administered fund. Contributions are charged to the statement of financial activity on an accrual basis.

Financial instruments

Classification

Financial assets and financial liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Charity after deducting all of its liabilities.

Recognition and measurement

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.



Annual Report and Financial Statements for the Year Ended 31st August 2025

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Charity intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the Charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the Charity, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Legal status of the Charity

The Charity is a company limited by guarantee and has no share capital. The liability of each member of the board in the event of a winding up is £10.

3 Income from donations and legacies

	Unrestricted		
	General	Total	Total
	£	2025	2024
	£	£	£
Donations	24,857	24,857	5,305
	24,857	24,857	5,305

4 Income from charitable activities

	Unrestricted		
	funds		
	General	Total	Total
	£	2025	2024
	£	£	£
School fees	6,168,468	6,168,468	5,944,568
Other sales	160,180	160,180	125,562
Coach fees	106,159	106,159	121,062
Discounts	(233,097)	(233,097)	(212,812)
Bursaries and Scholarships	(785,281)	(785,281)	(707,872)
	5,416,429	5,416,429	5,270,508

The number of students in receipt of bursaries was 90 (2024: 87)



Annual Report and Financial Statements for the Year Ended 31st August 2025

5 Other trading activities

	Unrestricted		
	General	Total	Total
	£	2025	2024
	£	£	£
Hire of facilities	43,356	43,356	44,137

6 Expenditure on charitable activities

	Activity undertaken directly £	Activity support costs £	2025 £
Charitable activities	4,704,373	900,551	5,604,924
Support costs	-	20,651	20,651
	4,704,373	921,202	5,625,575

	Activity undertaken directly £	Activity support costs £	2024 £
Charitable activities	4,382,985	861,269	5,244,254
Support costs	-	14,250	14,250
	4,382,985	875,519	5,258,504

Expenditure on charitable activities includes £197,503 (2024: £176,808) in relation to coach fees.

7 Loan interest payable

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Bank Loan Interest	90,455	90,455	101,937
	90,455	90,455	101,937



Annual Report and Financial Statements for the Year Ended 31st August 2025

8 Analysis of governance and support costs

Support costs allocated to charitable activities

	Total 2025 £	Total 2024 £
Staff costs	730,663	691,255
General office	150,904	142,303
Legal and professional	10,148	16,812
Bank charges	8,836	10,899
	<u>900,551</u>	<u>861,269</u>

Governance costs

	Unrestricted General £	Total 2025 £	Total 2024 £
Auditor's remuneration	15,000	15,000	14,250
Other fees paid to auditors	5,651	5,651	-
	<u>20,651</u>	<u>20,651</u>	<u>14,250</u>

9 Auditors' remuneration

	2025 £	2024 £
Audit of the financial statements	<u>13,480</u>	<u>8,820</u>
Other fees to auditors		
All other non-audit services	<u>7,171</u>	<u>5,430</u>

10 Net incoming / outgoing resources

Net incoming/outgoing resources for the year include:

	2025 £	2024 £
Operating leases - plant and machinery	10,139	12,057
Audit fees	13,480	8,820
Depreciation of fixed assets	<u>241,451</u>	<u>229,992</u>



Annual Report and Financial Statements for the Year Ended 31st August 2025

11 Trustees remuneration and expenses

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2024: £nil).

No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2024: £nil).

12 Staff costs

The aggregate payroll costs were as follows:

Staff costs during the year were:	2025 £	2024 £
Wages and salaries	3,191,219	2,950,500
Social security costs	337,259	273,297
Pension costs	629,488	574,526
	<u>4,157,966</u>	<u>3,798,323</u>

The average number of full-time equivalent employees during the year is analysed as below:

	2025 No	2024 No
Teaching staff	47	44
Administrative staff	10	10
Support staff	24	25
	<u>81</u>	<u>79</u>

The total number of employees in year were 101 (2024: 101)

The number of employees whose emoluments (salary and pension) exceed £60,000 in the year, fell within the following bands:

	2025 No	Restated 2024 No
£60,001 - £70,000	7	4
£70,001 - £80,000	1	-
£80,001 - £90,000	-	5
£90,001 - £100,000	5	-

The total employee benefits (salary, NI and pension) of the key management personnel of the Charity were £583,722 (2024: £544,441). The number of key management personnel in the year was 6.

13 Taxation

The Charity is a registered charity and is therefore exempt from taxation.



Annual Report and Financial Statements for the Year Ended 31st August 2025

14 Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
Cost					
At 1 September 2024	7,473,789	1,105,354	81,726	699,556	9,360,425
Additions	-	74,335	8,315	-	82,650
At 31 August 2025	7,473,789	1,179,689	90,041	699,556	9,443,075
Depreciation					
At 1 September 2024	2,649,487	1,017,606	78,565	310,286	4,055,944
Charge for the year	141,047	31,405	963	68,036	241,451
At 31 August 2025	2,790,534	1,049,011	79,528	378,322	4,297,395
Net book value					
At 31 August 2025	4,683,255	130,678	10,513	321,234	5,145,680
At 31 August 2024	4,824,302	87,748	3,161	389,270	5,304,481

Included within the net book value of land and buildings above is £2,317,475 (2024: £2,382,213) in respect of freehold land and buildings and £2,365,779 (2024: £2,442,088) in respect of leaseholds.

15 Fixed asset investments

Other investments

	Unlisted investments £	Total £
Cost or Valuation		
Cost at 1 September 2024	678,080	678,080
Movement	73,204	73,204
At 31 August 2025	751,284	751,284
Net book value		
At 31 August 2025	751,284	751,284
At 31 August 2024	678,080	678,080



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16 Debtors

	2025 £	2024 £
Trade debtors	648,222	393,806
Prepayments and accrued income	142,271	87,676
VAT recoverable	12,517	-
Other debtors	14,798	13,361
	817,808	494,843

17 Cash and cash equivalents

	2025 £	2024 £
Cash on hand	1,851	1,511
Cash at bank	601,451	1,931,872
	603,302	1,933,383

18 Creditors: amounts falling due within one year

	2025 £	2024 £
Bank loans	75,035	69,867
Trade creditors	183,148	148,240
Other taxation and social security	82,057	62,430
Other creditors	201,244	258,713
Accruals and deferred income	1,118,608	2,021,207
	1,660,092	2,560,457

	2025 £	2024 £
Deferred income at 1 September 2024	1,992,862	963,742
Resources deferred in the period	647,602	1,992,862
Amounts released from previous periods	(1,562,967)	(963,742)
Deferred income at year end	1,077,497	1,992,862

19 Creditors: amounts falling due after one year

	2025 £	2024 £
Bank loans (1-2 years)	69,059	69,520
Bank loan (2-5 years)	219,601	212,556
Bank loan (5+ years)	1,319,999	1,399,450
	1,608,659	1,681,526



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20 Obligations under leases and hire purchase contracts

Operating lease commitments

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

	2025 £	2024 £
Land and buildings		
Within one year	2,500	2,500
Other		
Within one year	10,139	12,057
Between one and five years	7,922	25,099
	<u>18,061</u>	<u>37,156</u>

21 Pension and other schemes

Defined contribution pension scheme

The Charity's employees historically belonged to either the Teachers' Pension Scheme England and Wales (TPS) for academic staff, or a defined contribution scheme for support staff. At 1 October 2020 the academic staff were transferred from the Teachers' Pension Scheme to an Aviva Aptis scheme.

The amount recognised as an expense in relation to defined contribution plans was £629,488 (2024: £574,526). Included within the contributions in the current year are salary sacrifice contributions from the academic staff to the Aviva Aptis scheme of £169,080 (2024: £156,872). The employer's rate of contribution to the Aviva Aptis scheme is 19.1% (2024: 19.1%).

At 31 August 2025 there were outstanding contributions to the Aviva Aptis scheme of £48,046 (2024: £43,728), which were paid on 8 September 2025.

The Charity makes a contribution of 5% of salary for support staff to other defined contribution pension schemes and acts as an agent in collecting and paying over employee pension contributions. The contributions made for the accounting period are treated as an expense and were £48,551 (2024: £46,227).



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22 Funds

	Balance at 1 September 2024 £	Incoming resources £	Resources expended £	Balance at 31 August 2025 £
Unrestricted funds				
General	4,168,804	5,506,094	(5,625,575)	4,049,323
	Balance at 1 September 2023 £	Incoming resources £	Resources expended £	Balance at 31 August 2024 £
Unrestricted funds				
General	4,103,046	5,324,262	(5,258,504)	4,168,804

23 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 August 2025 £
Tangible fixed assets	5,145,680	5,145,680
Fixed asset investments	751,284	751,284
Current assets	1,421,110	1,421,110
Current liabilities	(1,660,092)	(1,660,092)
Creditors over 1 year	(1,608,659)	(1,608,659)
Total net assets	4,049,323	4,049,323
	Unrestricted funds General £	Total funds at 31 August 2024 £
Tangible fixed assets	5,304,480	5,304,480
Fixed asset investments	678,080	678,080
Current assets	2,428,226	2,428,226
Current liabilities	(2,560,457)	(2,560,457)
Creditors over 1 year	(1,681,526)	(1,681,526)
Total net assets	4,168,803	4,168,803



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24 Financial instruments

The bank loan is secured by two charges: a floating charge over the property and undertakings of the Charity and a fixed charge over the freehold and leasehold property.

The bank loan will mature in 2040. Interest is charged on one half of the value of the loan (remaining balance at year end £831k) at 2% above the bank's base rate. Interest is charged on the remaining £851k loan at a protected/hedged rate of 4.31% for the term of the loan, ending on 30th September 2025 and has been renewed for a further 3-year 9-month term at a hedged rate of 6.12%.

25 Related party transactions

There are a number of Trustees whose children attend the school. All fees were charges in line with the published fee structure. See note 11 for details of other transactions with Trustees. No further related party transactions requiring disclosure were undertaken.

