

WEST LODGE SCHOOL LIMITED

England & Wales · Charity number 283627

Details

Status Registered

Legal form Charitable company

Company number [01590162](#)

Registered 1981-12-18

Register [View on the Charity Commission register](#)

Contact

Address 36 Station Road
Sidcup
Kent
DA15 7DU

Phone 02083002489

Email info@westlodge.org.uk

Website www.westlodge.org.uk

Activities

Objects: (1) THE ADVANCEMENT OF EDUCATION (2) TO TAKE OVER AS A GOING CONCERN WEST LODGE PREPARATORY SCHOOL LIMITED.

Activities: To provide non-selective education in Sidcup for girls and boys from the age of three up to eleven

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People

Geography

- Bexley

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£2,188,413	£2,027,058	£2,796,877	44
2024-08-31	£2,113,850	£1,967,850	£2,635,522	45
2023-08-31	£1,891,140	£1,828,342	£2,489,522	43
2022-08-31	£1,744,742	£1,731,336	£2,426,724	44
2021-08-31	£1,588,658	£1,521,672	£2,413,318	45
2020-08-31	£1,504,945	£1,521,587	£2,346,332	45

Trustees

Name	Role	Appointed
CHRISTINE HEAD-RAPSON	Chair	
Dinah Gately		2024-02-01
GERALD FRANCIS STANDING		
JANE DAVIES		2015-12-09
MARGOT FRANCES ROHAN		
Mark Jones		2024-02-01
Mr Chris Heayberd		2013-11-13
NICOLETTE ANGELA GASKIN A.L.C.M.		2013-11-13

WEST LODGE SCHOOL LIMITED

England & Wales - Charity number 283627

Accounts

COMPANY REGISTRATION NUMBER: 01590162

CHARITY REGISTRATION NUMBER: 283627

WEST LODGE SCHOOL LIMITED

Company Limited by Guarantee

FINANCIAL STATEMENTS

31 AUGUST 2025

AFFINIA (ORPINGTON)

Chartered Accountants & Statutory Auditors

Lynwood House

Crofton Road

Orpington

Kent

BR6 8QE

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2025

	Pages
Trustees' annual report (incorporating the director's report)	1 to 5
Independent auditor's report to the members	6 to 9
Statement of financial activities (including income and expenditure account)	10
Statement of financial position	11
Statement of cash flows	12
Notes to the financial statements	13 to 21
The following pages do not form part of the financial statements	
Detailed statement of financial activities	23 to 24
Notes to the detailed statement of financial activities	25 to 26

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 AUGUST 2025

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2025.

Reference and administrative details

Registered charity name	West Lodge School Limited
Charity registration number	283627
Company registration number	01590162
Principal office and registered office	36 Station Road Sidcup Kent DA15 7DU England

The trustees

Mrs C A Head-Rapson (Chairman)	
Mrs G F Murray	(Resigned 7 November 2025)
Mrs M F Rohan	
Mr G F Standing	
Mrs N A Gaskin	
Mr C I Heayberd	
Mrs J D Davies	
Mr M Jones	
Mrs D Gately	

Company secretary	Mrs C. Whyte CPFA Bsc (Hons)
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Auditor	Affinia (Orpington) Chartered Accountants & Statutory Auditors Lynwood House Crofton Road Orpington Kent BR6 8QE
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Bankers	National Westminster Chatham Customer Service Centre Western Avenue Waterside Chatham Maritime Kent ME14 4RT
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WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2025

Structure, governance and management

Governing document

West Lodge School Limited is a company limited by guarantee - Company Number: 01590162 and a registered charity governed by its Memorandum and Articles of Association - Charity Number: 283627.

Appointment of Trustees (Trustees are Directors and Members of the Council of Management)

In accordance with the Company's Articles of Association one third of the council of management retire by rotation at the Company's Annual General Meeting and are eligible to offer themselves for re-appointment. Under Article 32 of the Company's Memorandum and Articles of Association; Any Member appointed to the Council of Management during the year will retain office only until the next Annual General Meeting where he or she will then be eligible for re-election.

Trustee Induction & Training

Trustees are invited to join the Council by reason of their various skills and abilities usually with an intimate knowledge of the happy environment which characterises the atmosphere in which the School operates. The School is a member of each of AGBIS - Association of Governing Bodies of Independent Schools, ISA - the Independent Schools' Association and ISBA - the Independent Schools Bursars' Association, all of which from time to time provide training for specific purposes.

Risk Management and Reserves

The Trustees' investment powers are governed by the Company's Memorandum and Articles of Association. The Trustees do not currently consider it appropriate to hold any investments other than interest bearing deposits.

The Trustees carry out regular reviews of the Charity's finances. The Trustees monitor progress against budgets at each meeting. As part of this process, the Trustees monitor closely prospective pupil numbers with a view to ensuring that the Charity's reserves continue to be maintained at a prudent level. The School has maintained its optimum number of pupils.

In conjunction with their professional advisers the Trustees remain cognisant of the implications of the Charities Act 2011.

Objectives, activities and performance

In accordance with its Object the Charity continued to provide non-selective education in Sidcup for girls and boys to the age of eleven. A broad based curriculum is the focus of the School's policy and that has continued to provide the opportunity for students to attain the highest academic standards of which they are capable. Additionally, they are provided with extra curricular activities designed to develop life-long interests, help build self-confidence and a desire to contribute to the community.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2025

Achievements and performance

Public Benefit

In setting their objectives and planning their activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging.

As part of its public benefit operations the school accommodates work experience students from local secondary schools and students training for the teaching profession. The school has also extended its sporting activities, including its involvement in the Independent Schools Association (ISA) sport and local sports competition, especially those promoted through the London Borough of Bexley with maintained sector schools.

On occasion, the school has provided financial support to families by means of school bursaries for those adversely impacted by the current financial climate and currently supports a pupil, by means of a bursary, in the UK under the Homes for Ukraine scheme.

The school continues to provide support to various charities including Children in Need, The Royal Blind Society, Comic Relief and the Brain Tumour Charity. Additionally, our school community generously donated to the Food Bank attached to the New Community Church in Sidcup.

Financial review

Overall, the net surplus revenue amounted to £161,355.

Fees are reviewed by the Finance Committee, which reviews the budgets for each term and, makes recommendations to the full Council of Management. The Trustees are committed to keeping fee increases to a minimum, however this is becoming increasingly difficult when balancing political and financial threats to the Independent Sector, particularly in light of the introduction of VAT on tuition fees in January 2025 and the removal of the business rates relief available to schools that are registered charities effective of April 2025. Fortunately the school has not been adversely impacted by pupil mobility and is managing to absorb the increased property related costs.

In June 2020, the School made an application to the Coronavirus Business Interruption Loan Scheme (CBILS) for £250,000, however this was repaid in full in June 2025 and the school has no debts.

As part of the on-going improvements to the school, the school has installed CCTV has been installed to enhance the security for both pupils, staff and the property. The school has also upgraded class iPad devices to enrich pupils' online learning experience.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2025

Plans for future periods

For some time now, the Trustees have been considering the long-term strategic direction of West Lodge School and as part of this strategy, to maintain West Lodge's unique position, the Trustees have decided that West Lodge School will join St Dunstan's Education Group (SDEG).

Across the independent education sector, schools are increasingly merging, and are being encouraged to form partnerships, to safeguard their future amid shifting political and economic landscapes. West Lodge School is in a strong financial position and, whilst the school has successfully met the economic challenges of late, the Trustees feel that a positive and proactive merger will allow us to combine our strengths with SDEG, enable economies of scale and create more opportunities for our pupils and staff.

The objective of this partnership is for West Lodge School to join the group while retaining our identity and brand, preserving our charitable status and maintaining our operational independence. This arrangement, which will come into effect on 31 August 2026, represents an exciting new chapter for West Lodge School, one that allows us to deliver greater impact on the pupils we teach, strengthens our resilience and maximises the value we provide to our stakeholders.

Future

The School will continue to improve upon its standards of education within the broad based curriculum such as introducing engineering into its Science, Technology, Engineering and Mathematics (STEM) curriculum.

The School has previously commissioned plans for an extension to the south end of the school, which will increase the classrooms for Years 5 & 6, and provide a dedicated Art studio and Science facilities for the pupils. This project is planned to be implemented in the long-term future and will greatly improve the current provision.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2025

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

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on ..18/03/2026..... and signed on behalf of the board of trustees by:



Mrs C. Whyte CPFA Bsc (Hons)
Charity Secretary

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED

YEAR ENDED 31 AUGUST 2025

Opinion

We have audited the financial statements of West Lodge School Limited (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the 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;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Emphasis of matter - financial statements prepared on a basis other than going concern

We draw attention to Note 3 to the financial statements which explains the agreed merger post year end and therefore the trustees do not consider it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Accordingly, the financial statements have been prepared on a basis other than going concern as described in the note. Our opinion is not modified in respect of this matter.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED
(continued)

YEAR ENDED 31 AUGUST 2025

Other information

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

Matters on which we are required to report by exception

In the light of the 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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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, the trustees 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.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED
(continued)

YEAR ENDED 31 AUGUST 2025

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 the Act and relevant regulations made or having effect thereunder.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the education industry
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including Companies Act 2006, taxation legislation, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias
- investigated the rationale behind significant or unusual transactions; and
- observed and identified internal controls in place, specifically around payroll and bank transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED
(continued)

YEAR ENDED 31 AUGUST 2025

- reviewing correspondence with HMRC and reviewing for evidence of correspondence with legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

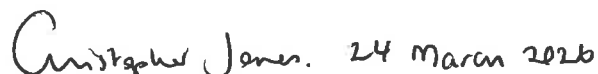
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Affinia (Orpington) is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

 Christopher Jones. 24 March 2026

Christopher Jones (Senior Statutory Auditor)

For and on behalf of
Affinia (Orpington)
Chartered Accountants & Statutory Auditors
Lynwood House
Crofton Road
Orpington
Kent
BR6 8QE

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 AUGUST 2025

		Unrestricted funds £	2025 Restricted funds £	Total funds £	2024 Total funds £
Income and endowments					
Other trading activities	5	2,143,423	–	2,143,423	2,079,943
Investment income	6	44,990	–	44,990	33,907
Total income		<u>2,188,413</u>	<u>–</u>	<u>2,188,413</u>	<u>2,113,850</u>
Expenditure					
Expenditure on charitable activities	7	2,025,206	1,852	2,027,058	1,967,850
Total expenditure		<u>2,025,206</u>	<u>1,852</u>	<u>2,027,058</u>	<u>1,967,850</u>
Net income and net movement in funds		<u>163,207</u>	<u>(1,852)</u>	<u>161,355</u>	<u>146,000</u>
Reconciliation of funds					
Total funds brought forward		<u>2,619,728</u>	<u>15,794</u>	<u>2,635,522</u>	<u>2,489,522</u>
Total funds carried forward		<u>2,782,935</u>	<u>13,942</u>	<u>2,796,877</u>	<u>2,635,522</u>

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

The notes on pages 13 to 21 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 AUGUST 2025

	Note	2025 £	2024 £
FIXED ASSETS			
Tangible fixed assets	13	1,693,806	1,765,660
CURRENT ASSETS			
Debtors	14	164,455	437,109
Cash at bank and in hand		<u>1,639,362</u>	<u>1,619,483</u>
		1,803,817	2,056,592
CREDITORS: amounts falling due within one year	15	<u>665,518</u>	<u>1,007,897</u>
NET CURRENT ASSETS		1,138,299	1,048,695
TOTAL ASSETS LESS CURRENT LIABILITIES		2,832,105	2,814,355
CREDITORS: amounts falling due after more than one year	16	<u>35,228</u>	<u>178,833</u>
NET ASSETS		2,796,877	2,635,522
FUNDS OF THE CHARITY			
Restricted funds		13,942	15,794
Unrestricted funds		<u>2,782,935</u>	<u>2,619,728</u>
Total charity funds	18	2,796,877	2,635,522

For the year ending 31 August 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, however the charity is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

These financial statements were approved by the board of trustees and authorised for issue on 18/03/2026, and are signed on behalf of the board by:

Mrs C A Head-Rapson (Chairman)
Trustee

Mr C I Heayberd
Trustee

The notes on pages 13 to 21 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	161,355	146,000
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	92,703	97,186
Other interest receivable and similar income	(44,990)	(33,907)
Interest payable and similar charges	16,343	18,870
Loss on disposal of tangible fixed assets	521	10,617
Accrued (income)/expenses	(523,857)	252,166
<i>Changes in:</i>		
Trade and other debtors	272,654	9,930
Trade and other creditors	142,040	8,471
Cash generated from operations	116,769	509,333
Interest paid	(16,343)	(18,870)
Net cash from operating activities	100,426	490,463
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible assets	(21,370)	(103,622)
Interest received	44,990	33,907
Net cash from/(used in) investing activities	23,620	(69,715)
CASH FLOWS FROM FINANCING ACTIVITIES		
Borrowings	(104,167)	(50,000)
Net cash used in financing activities	(104,167)	(50,000)
NET INCREASE IN CASH AND CASH EQUIVALENTS	19,879	370,748
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	1,619,483	1,248,735
CASH AND CASH EQUIVALENTS AT END OF YEAR	1,639,362	1,619,483

The notes on pages 13 to 21 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 36 Station Road, Sidcup, Kent, DA15 7DU, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention. The statements are in accordance with the Charities Statement of Recommended Practice (FRS102) and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS102.

Going concern

Following the merging of the operation and business of West Lodge School and any related activity in connection with it into St Dunstan's Education Group with effect from 31st August 2026, steps will then be taken to dissolve West Lodge School Limited and the company will be removed from the register of companies. Accordingly, the financial statements have been prepared on a basis other than going concern.

Creditors

Creditors are initially recorded at fair value and are then remeasured to the present value of the expected future cash outflows.

Debtors

Debtors are initially recorded at fair value and are assessed for impairment at each reporting date. If any impairments exist the debtors are remeasured to the present value of the expected future cash inflows.

Judgements and key sources of estimation uncertainty

There are no significant estimates or assumptions made that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work or for specific projects being undertaken by the School.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- income recognised in the financial statements comes from school fees, lunch fees, after school clubs, breakfast clubs and field trips for the supply of these various services. The income is recognised in the period in which the service is provided. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible Fixed Assets are stated at cost less depreciation.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

3. Accounting policies *(continued)*

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2%/4%/10% Straight Line
Fixtures, fittings and equipment	-	25% Reducing Balance or 10%/12.5% Straight Line
Motor vehicles	-	25% Reducing Balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The Company is limited by guarantee and does not have share capital.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

5. Other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
School fees receivable	1,787,590	1,787,590	1,727,892	1,727,892
Canteen sales	178,520	178,520	170,175	170,175
Sundry sales	43,933	43,933	54,825	54,825
Registration fees	2,850	2,850	2,700	2,700
After school clubs	90,384	90,384	101,892	101,892
Other government grants	40,146	40,146	22,459	22,459
	<u>2,143,423</u>	<u>2,143,423</u>	<u>2,079,943</u>	<u>2,079,943</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	44,579	44,579	33,473	33,473
Building society interest receivable	411	411	434	434
	<u>44,990</u>	<u>44,990</u>	<u>33,907</u>	<u>33,907</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Teaching	1,492,841	–	1,492,841
Support	77,751	152	77,903
Welfare	176,221	–	176,221
Premises	195,185	1,700	196,885
Support costs	83,208	–	83,208
	<u>2,025,206</u>	<u>1,852</u>	<u>2,027,058</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Teaching	1,422,514	–	1,422,514
Support	100,703	203	100,906
Welfare	163,438	–	163,438
Premises	192,661	1,813	194,474
Support costs	86,518	–	86,518
	<u>1,965,834</u>	<u>2,016</u>	<u>1,967,850</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

8. Analysis of governance costs

	Governance costs	Legal and professional charges	Total 2025	Total 2024
	£	£	£	£
Auditor's remuneration	6,000	–	6,000	6,000
Legal and professional charges	33,905	–	33,905	26,048
Inspections	3,451	–	3,451	3,203
Depreciation	27,369	521	27,890	41,737
Interest payable	3,971	–	3,971	5,328
Bad debts (recovered)/written off	2,877	–	2,877	–
Professional association costs	4,002	–	4,002	4,202
Irrecoverable VAT	1,112	–	1,112	–
	<u>82,687</u>	<u>521</u>	<u>83,208</u>	<u>86,518</u>

9. Net income

Net income is stated after charging/(crediting):

2025	2024
£	£
<u>92,703</u>	<u>97,186</u>

10. Auditors remuneration

Fees payable for the audit of the financial statements

2025	2024
£	£
<u>6,000</u>	<u>6,000</u>

11. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	1,175,378	1,084,031
Social security costs	105,498	91,327
Employer contributions to pension plans	152,837	153,888
Other employee benefits	6,698	4,831
	<u>1,440,411</u>	<u>1,334,077</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

11. Staff costs *(continued)*

The average head count of employees during the year was 44 (2024: 45). The average number of full-time equivalent employees during the year is analysed as follows:

	2025 No.	2024 No.
Teaching	18	18
Classroom assistants	9	11
Administration	6	5
Midday supervisors	2	2
Cleaning	5	5
Caretaker	1	1
TA's and wraparound care	3	3
	<u>44</u>	<u>45</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2025 No.	2024 No.
£60,000 to £69,999	3	–
£90,000 to £99,999	1	1
	<u>4</u>	<u>1</u>

12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees

13. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2024	2,437,202	366,937	73,405	2,877,544
Additions	–	21,370	–	21,370
Disposals	–	(2,988)	–	(2,988)
At 31 August 2025	<u>2,437,202</u>	<u>385,319</u>	<u>73,405</u>	<u>2,895,926</u>
Depreciation				
At 1 September 2024	792,012	289,284	30,588	1,111,884
Charge for the year	54,630	27,369	10,704	92,703
Disposals	–	(2,467)	–	(2,467)
At 31 August 2025	<u>846,642</u>	<u>314,186</u>	<u>41,292</u>	<u>1,202,120</u>
Carrying amount				
At 31 August 2025	<u>1,590,560</u>	<u>71,133</u>	<u>32,113</u>	<u>1,693,806</u>
At 31 August 2024	<u>1,645,190</u>	<u>77,653</u>	<u>42,817</u>	<u>1,765,660</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

13. Tangible fixed assets *(continued)*

The freehold property was gifted to the Charity on the 22nd May 1992. It has been included at a valuation of £200,800 based on an estimate informally given to the Charity in 1992. No depreciation has been charged on the Freehold Property as the residual value is considered to be in excess of the original valuation. Included in Land and Buildings is improvements to the freehold property which have been depreciated.

14. Debtors

	2025	2024
	£	£
Trade debtors	15,065	381,829
Prepayments and accrued income	124,113	42,627
Other debtors	25,277	12,653
	<u>164,455</u>	<u>437,109</u>

15. Creditors: amounts falling due within one year

	2025	2024
	£	£
Bank loans and overdrafts	—	50,000
Trade creditors	98,703	67,290
Accruals and deferred income	341,828	748,856
Social security and other taxes	24,078	19,699
Other creditors	200,909	122,052
	<u>665,518</u>	<u>1,007,897</u>

16. Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Bank loans and overdrafts	—	54,167
Accruals and deferred income	35,228	124,666
	<u>35,228</u>	<u>178,833</u>

17. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £152,837 (2024: £153,888).

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

18. Analysis of charitable funds

Unrestricted funds

	At 1 September 20 24	Income £	Expenditure £	Transfers £	At 31 August 2025 £
General funds	2,588,338	2,188,002	(2,025,206)	(2,403)	2,748,731
Designated Fund	31,390	411	–	2,403	34,204
	<u>2,619,728</u>	<u>2,188,413</u>	<u>(2,025,206)</u>	<u>–</u>	<u>2,782,935</u>

	At 1 September 20 23	Income £	Expenditure £	Transfers £	At 31 August 2024 £
General funds	2,442,862	2,113,416	(1,965,834)	(2,106)	2,588,338
Designated Fund	28,850	434	–	2,106	31,390
	<u>2,471,712</u>	<u>2,113,850</u>	<u>(1,965,834)</u>	<u>–</u>	<u>2,619,728</u>

Restricted funds

	At 1 September 20 24	Income £	Expenditure £	Transfers £	At 31 August 2025 £
Motor Vehicle	607	–	(152)	–	455
Playground	15,187	–	(1,700)	–	13,487
	<u>15,794</u>	<u>–</u>	<u>(1,852)</u>	<u>–</u>	<u>13,942</u>

	At 1 September 20 23	Income £	Expenditure £	Transfers £	At 31 August 2024 £
Motor Vehicle	810	–	(203)	–	607
Playground	17,000	–	(1,813)	–	15,187
	<u>17,810</u>	<u>–</u>	<u>(2,016)</u>	<u>–</u>	<u>15,794</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2025

19. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Tangible fixed assets	1,679,864	13,942	1,693,806
Current assets	1,803,817	–	1,803,817
Creditors less than 1 year	(665,518)	–	(665,518)
Creditors greater than 1 year	(35,228)	–	(35,228)
Net assets	2,782,935	13,942	2,796,877

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	1,749,866	15,794	1,765,660
Current assets	2,056,592	–	2,056,592
Creditors less than 1 year	(1,007,897)	–	(1,007,897)
Creditors greater than 1 year	(178,833)	–	(178,833)
Net assets	2,619,728	15,794	2,635,522

20. Analysis of changes in net debt

	At 1 Sep 2024 £	Cash flows £	At 31 Aug 2025 £
Cash at bank and in hand	1,619,483	19,879	1,639,362
Debt due within one year	(50,000)	50,000	–
Debt due after one year	(54,167)	54,167	–
	1,515,316	124,046	1,639,362

21. Related parties

There were no transactions with related parties during the reporting period.

22. Post balance sheet events

On 30th January 2026, the Trustees of West Lodge School exchanged contracts and agreed that the operation and business of West Lodge School and any related activity in connection with it be merged into St Dunstan's Education Group with effect from 31st August 2026. The Parties acknowledge and agree that the transfer effected by this arrangement is intended to be a relevant charity merger as defined by Section 306 of the Charities Act 2011. Following completion, West Lodge School will take steps to dissolve West Lodge School Limited and the company will be removed from the register of companies.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

MANAGEMENT INFORMATION

YEAR ENDED 31 AUGUST 2025

The following pages do not form part of the financial statements.

WEST LODGE SCHOOL LIMITED
COMPANY LIMITED BY GUARANTEE
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
YEAR ENDED 31 AUGUST 2025

	2025 £	2024 £
Income and endowments		
Other trading activities		
School fees receivable	1,787,590	1,727,892
Canteen sales	178,520	170,175
Sundry sales	43,933	54,825
Registration fees	2,850	2,700
After school clubs	90,384	101,892
Other government grants	40,146	22,459
	<u>2,143,423</u>	<u>2,079,943</u>
Investment income		
Bank interest receivable	44,579	33,473
Building society interest receivable	411	434
	<u>44,990</u>	<u>33,907</u>
Total income	<u>2,188,413</u>	<u>2,113,850</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
Expenditure		
Expenditure on charitable activities		
Cleaning & catering costs	176,221	163,438
Wages and salaries	1,175,378	1,084,031
Employer's NIC	105,498	91,327
Pension costs	152,837	153,888
Staff health insurance	6,698	4,831
Rates and water	53,581	19,536
Light and heat	29,500	65,820
Repairs and maintenance	35,156	32,093
Insurance	24,719	24,686
Staff training	1,023	10,256
Educational requisites	13,927	23,360
Legal and professional fees	43,356	35,251
Telephone	3,544	2,431
Other office costs	41	2,448
Loss on disposal	521	10,617
Depreciation	92,703	97,186
Computer costs	14,446	16,272
Sundry purchases	36,095	52,486
Hire of equipment	12,372	13,542
Other interest payable and similar charges	3,971	5,328
Marketing, advertising & recruitment costs	2,923	8,144
Bad debts written off	2,877	—
Professional association costs	4,002	4,202
Field trips	35,669	46,677
	<u>2,027,058</u>	<u>1,967,850</u>
Total expenditure	<u>2,027,058</u>	<u>1,967,850</u>
Net income	<u>161,355</u>	<u>146,000</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2025

	2025	2024
	£	£
Brought forward	196,885	194,474
	<u>196,885</u>	<u>194,474</u>
Governance costs		
Auditor's remuneration	6,000	6,000
Legal and professional charges	33,905	26,048
Inspections	3,451	3,203
Loss on disposal of tangible fixed assets	521	10,617
Depreciation	27,369	31,120
Loan interest payable	3,971	5,328
Bad debts written off	2,877	–
Professional association costs	4,002	4,202
Unrecoverable VAT	1,112	–
	<u>83,208</u>	<u>86,518</u>
Expenditure on charitable activities	<u>2,027,058</u>	<u>1,967,850</u>

WEST LODGE SCHOOL LIMITED

England & Wales - Charity number 283627

Accounts

COMPANY REGISTRATION NUMBER: 01590162

CHARITY REGISTRATION NUMBER: 283627

WEST LODGE SCHOOL LIMITED

Company Limited by Guarantee

FINANCIAL STATEMENTS

31 AUGUST 2024

OPASS BILLINGS WILSON & HONEY LLP

Chartered Certified Accountants & Statutory Auditors

Numeric House

98 Station Road

Sidcup

Kent

DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2024

	Pages
Trustees' annual report (incorporating the director's report)	1 to 5
Independent auditor's report to the members	6 to 10
Statement of financial activities (including income and expenditure account)	11
Statement of financial position	12
Statement of cash flows	13
Notes to the financial statements	14 to 22
The following pages do not form part of the financial statements	
Detailed statement of financial activities	24 to 25
Notes to the detailed statement of financial activities	26 to 27

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 AUGUST 2024

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2024.

Reference and administrative details

Registered charity name West Lodge School Limited

Charity registration number 283627

Company registration number 01590162

Principal office and registered office 36 Station Road
Sidcup
Kent
DA15 7DU
England

The trustees

Mrs C A Head-Rapson (Chairman)
Mrs G F Murray
Mrs M F Rohan
Mr G F Standing
Mrs N A Gaskin
Mr C I Heayberd
Mrs J D Davies
Mr M Jones (Appointed 1 February 2024)
Mrs D Gately (Appointed 1 February 2024)

Company secretary Mrs C. Whyte CPFA Bsc (Hons)

Auditor Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

Bankers National Westminster
Chatham Customer Service Centre
Western Avenue
Waterside
Chatham Maritime
Kent
ME14 4RT

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2024

Structure, governance and management

Governing document

West Lodge School Limited is a company limited by guarantee - Company Number: 01590162 and a registered charity governed by its Memorandum and Articles of Association - Charity Number: 283627.

Appointment of Trustees (Trustees are Directors and Members of the Council of Management)

In accordance with the Company's Articles of Association one third of the council of management retire by rotation at the Company's Annual General Meeting and are eligible to offer themselves for re-appointment. Under Article 32 of the Company's Memorandum and Articles of Association; Any Member appointed to the Council of Management during the year will retain office only until the next Annual General Meeting where he or she will then be eligible for re-election.

Trustee Induction & Training

Trustees are invited to join the Council by reason of their various skills and abilities usually with an intimate knowledge of the happy environment which characterises the atmosphere in which the School operates. The School is a member of each of AGBIS - Association of Governing Bodies of Independent Schools, ISA - the Independent Schools' Association and ISBA - the Independent Schools Bursars' Association, all of which from time to time provide training for specific purposes.

Risk Management and Reserves

The Trustees' investment powers are governed by the Company's Memorandum and Articles of Association. The Trustees do not currently consider it appropriate to hold any investments other than interest bearing deposits.

The Trustees carry out regular reviews of the Charity's finances. The Trustees monitor progress against budgets at each meeting. As part of this process, the Trustees monitor closely prospective pupil numbers with a view to ensuring that the Charity's reserves continue to be maintained at a prudent level. The School has maintained its optimum number of pupils.

In conjunction with their professional advisers the Trustees remain cognisant of the implications of the Charities Act 2011.

Objectives, activities and performance

In accordance with its Object the Charity continued to provide non-selective education in Sidcup for girls and boys to the age of eleven. A broad based curriculum is the focus of the School's policy and that has continued to provide the opportunity for students to attain the highest academic standards of which they are capable. Additionally, they are provided with extra curricular activities designed to develop life-long interests, help build self-confidence and a desire to contribute to the community.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2024

Achievements and performance

Public Benefit

In setting their objectives and planning their activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging.

The School continues to provide support to various charities including Red Nose Day, Great Ormond Street Hospital, Jeans for Genes and Children in Need. Additionally, our school community generously donated to the Food Bank attached to the New Community Church in Sidcup.

As part of its public benefit operations the school accommodates work experience students from local secondary schools and students intending to train for the teaching profession undertaking classroom observations. The School has also extended its sporting activities, including its involvement in ISA sport and local sports competitions, especially those promoted through the London Borough of Bexley with maintained sector schools.

Additionally the school has been able to open its facilities for hire by a fitness group.

On occasion, the school has provided financial support to families by means of school bursaries for those adversely impacted by the current financial climate and currently supports a pupil, by means of a bursary, in the UK under the Homes for Ukraine scheme.

Financial review

This year, the increase in revenue of £222,710 relates to increased pupil numbers for 2023-24, increased interest received from fixed term deposits and the inflationary increase in tuition fees, from September 2023. Overall, the net surplus revenue amounted to £146,000.

Fees are reviewed by the Finance Committee, which reviews the budgets for each term and, makes recommendations to the full Council of Management. The Trustees are committed to keeping fee increases to a minimum, however this is becoming increasingly difficult when balancing political and financial threats to the Independent Sector, particularly in light of the introduction of VAT on tuition fees in January 2025 and the removal of the business rates relief available to schools that are registered charities effective of April 2025.

In June 2020, the School made an application to the Coronavirus Business Interruption Loan Scheme (CBILS) for £250,000, which was received on 9 September 2020. Repayments commenced in October 2021 and are being made on a monthly basis. Interest is being repaid quarterly. This will be repaid in full by September 2026.

As part of the on-going improvements to the school, the School has replaced the climbing frame in the playground, upgraded the Early Years playground and extended the artificial grass area so that the playground has become a Multi-Use Games Area (MUGA).

Plans for future periods

The School is committed to continuously improving the facilities for its pupils and plans to continue to invest in IT equipment and refreshing the building amenities.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2024

Plans for future periods *(continued)*

Future

The School will continue to improve upon its standards of education within the broad based curriculum. The School plans to deliver a West Lodge School transportation service for pupils in February 2025.

The School has previously commissioned plans for an extension to the south end of the school, which will increase the classrooms for Years 5 & 6, and provide a dedicated Art studio and Science facilities for the pupils. This project has been tendered for but it is unlikely to be undertaken in the short-term following the playground works mentioned above. However the school still intends to carry out the plans in the future.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2024

The trustees' annual report was approved on7/03/2025..... and signed on behalf of the board of trustees by:



Mrs C. Whyte CPFA Bsc (Hons)
Charity Secretary

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED

YEAR ENDED 31 AUGUST 2024

Opinion

We have audited the financial statements of West Lodge School Limited (the 'charity') for the year ended 31 August 2024 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2024 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;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED
(continued)

YEAR ENDED 31 AUGUST 2024

Other information

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

Matters on which we are required to report by exception

In the light of the 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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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, the trustees 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.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2024

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 the Act and relevant regulations made or having effect thereunder.

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

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:

We identify and assess the key risk areas of material misstatement and then design and perform procedures in relation to those risks.

Materiality has been calculated based on gross assets and has been assessed at the level of £55,000.

The key risk areas were considered to be:

- Valuation of property
- Recoverability of trade debtors
- Completeness and accuracy of creditors
- Completeness and accuracy of income
- Compliance with fundamental laws and regulations

The appropriate audit approach was considered and the following audit work applied to these areas:

- Our audit work to test property valuation involved comparing the value of the property to comparable properties in the areas to confirm there is no evidence of any material misstatement.
 - Our audit work to test the recoverability of trade debtors involved selecting a sample of trade debtors at the year end and agreeing these balances to the sales invoices and post year end receipts, following up on any potential irrecoverable debts if applicable.
 - Our audit work in respect of completeness and accuracy of creditors was focused towards deferred income/fees received in advance. For this, we selected a sample of invoices raised and amounts received pre year end and traced any fees billed/received in advance to the corresponding creditor.
 - Our audit work to test completeness and accuracy of income involved performing a proof in total to confirm that the level of income per the financial statements was consistent with the average number of students and corresponding fee levels.
 - Our audit work in respect of compliance with laws and regulations involved reviewing inspection reports
-

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED *(continued)*

YEAR ENDED 31 AUGUST 2024

and board minutes, as well as remaining vigilant for any evidence of any potential breaches which have occurred during the year.

We performed substantive testing to identify any large fluctuations or significant and unexpected losses which may indicate risk of material misstatement due to fraud.

We have reviewed the financial statement disclosures and assessed compliance with the following relevant laws and regulations:

- Companies Act 2006
- Charities Act 2011
- Data Protection Act 2018.
- The Education Act 1996
- Health and Safety at Work Act 1974
- School Premises (England) Regulations 2012
- Independent Schools Inspectorate

Irregularities which result from fraud are inherently more difficult to detect than irregularities which result from error. However, there have never been any instances of fraud encountered with the charity and there are controls in place through the segregation of duties and regular reviews of management accounts/budgets which reduce the risk of fraud through management override.

All audit team members were made aware of the relevant laws and regulations applicable to the charity together with potential fraud risks and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED *(continued)*

YEAR ENDED 31 AUGUST 2024

financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Opass Billings Wilson & Honey LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 AUGUST 2024

		2024	2023		
		Unrestricted funds	Restricted funds	Total funds	Total funds
	Note	£	£	£	£
Income and endowments					
Other trading activities	5	2,079,943	–	2,079,943	<i>1,878,808</i>
Investment income	6	33,907	–	33,907	<i>12,332</i>
Total income		<u>2,113,850</u>	<u>–</u>	<u>2,113,850</u>	<u><i>1,891,140</i></u>
Expenditure					
Expenditure on charitable activities	7	1,965,834	2,016	1,967,850	<i>1,828,342</i>
Total expenditure		<u>1,965,834</u>	<u>2,016</u>	<u>1,967,850</u>	<u><i>1,828,342</i></u>
Net income and net movement in funds		<u>148,016</u>	<u>(2,016)</u>	<u>146,000</u>	<u><i>62,798</i></u>
Reconciliation of funds					
Total funds brought forward		2,471,712	17,810	2,489,522	<i>2,426,724</i>
Total funds carried forward		<u>2,619,728</u>	<u>15,794</u>	<u>2,635,522</u>	<u><i>2,489,522</i></u>

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

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 AUGUST 2024

	Note	2024 £	2023 £
FIXED ASSETS			
Tangible fixed assets	13	1,765,660	1,769,841
CURRENT ASSETS			
Debtors	14	437,109	455,318
Cash at bank and in hand		<u>1,619,483</u>	<u>1,248,735</u>
		2,056,592	1,704,053
CREDITORS: amounts falling due within one year	15	<u>1,007,897</u>	<u>880,205</u>
NET CURRENT ASSETS		1,048,695	823,848
TOTAL ASSETS LESS CURRENT LIABILITIES		2,814,355	2,593,689
CREDITORS: amounts falling due after more than one year	16	<u>178,833</u>	<u>104,167</u>
NET ASSETS		<u>2,635,522</u>	<u>2,489,522</u>
FUNDS OF THE CHARITY			
Restricted funds		15,794	17,810
Unrestricted funds		<u>2,619,728</u>	<u>2,471,712</u>
Total charity funds	18	<u>2,635,522</u>	<u>2,489,522</u>

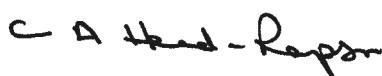
For the year ending 31 August 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, however the charity is subject to audit under the Charities Act 2011.


The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:


Mrs C A Head-Rapson (Chairman)
Trustee


Mr C I Heayberd
Trustee

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	146,000	62,798
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	97,186	83,426
Other interest receivable and similar income	(33,907)	(12,332)
Interest payable and similar charges	5,328	6,922
Accrued expenses	252,166	48,280
<i>Changes in:</i>		
Trade and other debtors	9,930	(66,504)
Trade and other creditors	8,471	12,020
Cash generated from operations	485,174	134,610
Interest paid	(5,328)	(6,922)
Interest received	33,907	12,332
Net cash from operating activities	<u>513,753</u>	<u>140,020</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible assets	(103,622)	(167,112)
Proceeds from sale of tangible assets	10,617	3,355
Net cash used in investing activities	<u>(93,005)</u>	<u>(163,757)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Borrowings	(50,000)	(50,000)
Net cash used in financing activities	<u>(50,000)</u>	<u>(50,000)</u>
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	370,748	(73,737)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>1,248,735</u>	<u>1,322,472</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>1,619,483</u>	<u>1,248,735</u>

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2024

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 36 Station Road, Sidcup, Kent, DA15 7DU, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention. The statements are in accordance with the Charities Statement of Recommended Practice (FRS102) and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS102.

Going concern

There are no material uncertainties about the charity's ability to continue.

Creditors

Creditors are initially recorded at fair value and are then remeasured to the present value of the expected future cash outflows.

Debtors

Debtors are initially recorded at fair value and are assessed for impairment at each reporting date. If any impairments exist the debtors are remeasured to the present value of the expected future cash inflows.

Judgements and key sources of estimation uncertainty

There are no significant estimates or assumptions made that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work or for specific projects being undertaken by the School.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2%/4%/10% Straight Line
Fixtures, fittings and equipment	-	25% Reducing Balance or 10%/12.5% Straight Line
Motor vehicles	-	25% Reducing Balance

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The Company is limited by guarantee and does not have share capital.

5. Other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
School fees receivable	1,727,892	–	1,727,892
Canteen sales	170,175	–	170,175
Sundry sales	54,825	–	54,825
Registration fees	2,700	–	2,700
After school clubs	101,892	–	101,892
Other government grants	22,459	–	22,459
	<u>2,079,943</u>	<u>–</u>	<u>2,079,943</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

5. Other trading activities *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
School fees receivable	1,574,073	–	1,574,073
Canteen sales	139,107	–	139,107
Sundry sales	55,137	17,000	72,137
Registration fees	1,550	–	1,550
After school clubs	85,441	–	85,441
Other government grants	6,500	–	6,500
	<u>1,861,808</u>	<u>17,000</u>	<u>1,878,808</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	33,473	33,473	12,093	12,093
Building society interest receivable	434	434	239	239
	<u>33,907</u>	<u>33,907</u>	<u>12,332</u>	<u>12,332</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Teaching	1,422,514	–	1,422,514
Support	100,703	203	100,906
Welfare	163,438	–	163,438
Premises	192,661	1,813	194,474
Support costs	86,518	–	86,518
	<u>1,965,834</u>	<u>2,016</u>	<u>1,967,850</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Teaching	1,322,180	–	1,322,180
Support	74,912	270	75,182
Welfare	166,301	–	166,301
Premises	169,781	–	169,781
Support costs	94,898	–	94,898
	<u>1,828,072</u>	<u>270</u>	<u>1,828,342</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

8. Analysis of governance costs

	Governance costs	Legal and professional charges	Total 2024	Total 2023
	£	£	£	£
Auditor's remuneration	6,000	–	6,000	6,000
Legal and professional charges	26,048	–	26,048	32,062
Inspections	3,203	–	3,203	1,852
Depreciation	31,120	10,617	41,737	45,913
Interest payable	5,328	–	5,328	6,922
Professional association costs	4,202	–	4,202	2,149
	<u>75,901</u>	<u>10,617</u>	<u>86,518</u>	<u>94,898</u>

9. Net income

Net income is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	<u>97,186</u>	<u>83,426</u>

10. Auditors remuneration

	2024	2023
	£	£
Fees payable for the audit of the financial statements	<u>6,000</u>	<u>6,000</u>

11. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	1,084,031	1,004,148
Social security costs	91,327	85,909
Employer contributions to pension plans	153,888	155,093
Other employee benefits	4,831	3,763
	<u>1,334,077</u>	<u>1,248,913</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

11. Staff costs *(continued)*

The average head count of employees during the year was 45 (2023: 43). The average number of full-time equivalent employees during the year is analysed as follows:

	2024 No.	2023 No.
Teaching	18	17
Classroom assistants	11	12
Administration	5	5
Midday supervisors	2	2
Cleaning	5	6
Caretaker	1	1
TA's and wraparound care	3	–
	<u>45</u>	<u>43</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2024 No.	2023 No.
£90,000 to £99,999	<u>1</u>	<u>1</u>

12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees

13. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2023	2,402,781	418,655	19,785	2,841,221
Additions	34,421	15,581	53,620	103,622
Disposals	–	(67,299)	–	(67,299)
At 31 August 2024	<u>2,437,202</u>	<u>366,937</u>	<u>73,405</u>	<u>2,877,544</u>
Depreciation				
At 1 September 2023	738,729	314,846	17,805	1,071,380
Charge for the year	53,283	31,120	12,783	97,186
Disposals	–	(56,682)	–	(56,682)
At 31 August 2024	<u>792,012</u>	<u>289,284</u>	<u>30,588</u>	<u>1,111,884</u>
Carrying amount				
At 31 August 2024	<u>1,645,190</u>	<u>77,653</u>	<u>42,817</u>	<u>1,765,660</u>
At 31 August 2023	<u>1,664,052</u>	<u>103,809</u>	<u>1,980</u>	<u>1,769,841</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

13. Tangible fixed assets *(continued)*

The freehold property was gifted to the Charity on the 22nd May 1992. It has been included at a valuation of £200,800 based on an estimate informally given to the Charity in 1992. No depreciation has been charged on the Freehold Property as the residual value is considered to be in excess of the original valuation. Included in Land and Buildings is improvements to the freehold property which have been depreciated.

14. Debtors

	2024	2023
	£	£
Trade debtors	381,829	393,325
Prepayments and accrued income	42,627	51,582
Other debtors	12,653	10,411
	<u>437,109</u>	<u>455,318</u>

15. Creditors: amounts falling due within one year

	2024	2023
	£	£
Bank loans and overdrafts	50,000	50,000
Trade creditors	67,290	35,936
Accruals and deferred income	748,856	629,635
Social security and other taxes	19,699	19,081
Other creditors	122,052	145,553
	<u>1,007,897</u>	<u>880,205</u>

The bankers for West Lodge School Limited hold a first charge over the property known as 36-38 Station Road, Sidcup, Kent. They also hold a debenture over all the assets of the company.

16. Creditors: amounts falling due after more than one year

	2024	2023
	£	£
Bank loans and overdrafts	54,167	104,167
Accruals and deferred income	124,666	—
	<u>178,833</u>	<u>104,167</u>

17. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £153,888 (2023: £155,093).

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

18. Analysis of charitable funds

Unrestricted funds

	At 1 September 2023 £	Income £	Expenditure £	Transfers £	At 31 August 2024 £
General funds	2,442,862	2,113,416	(1,965,834)	(2,106)	2,588,338
Designated Fund	28,850	434	–	2,106	31,390
	<u>2,471,712</u>	<u>2,113,850</u>	<u>(1,965,834)</u>	<u>–</u>	<u>2,619,728</u>

	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
General funds	2,399,283	1,873,901	(1,828,072)	(2,250)	2,442,862
Designated Fund	26,361	239	–	2,250	28,850
	<u>2,425,644</u>	<u>1,874,140</u>	<u>(1,828,072)</u>	<u>–</u>	<u>2,471,712</u>

Restricted funds

	At 1 September 2023 £	Income £	Expenditure £	Transfers £	At 31 August 2024 £
Motor Vehicle	810	–	(203)	–	607
Playground	17,000	–	(1,813)	–	15,187
	<u>17,810</u>	<u>–</u>	<u>(2,016)</u>	<u>–</u>	<u>15,794</u>

	At 1 September 2022 £	Income £	Expenditure £	Transfers £	At 31 August 2023 £
Motor Vehicle	1,080	–	(270)	–	810
Playground	–	17,000	–	–	17,000
	<u>1,080</u>	<u>17,000</u>	<u>(270)</u>	<u>–</u>	<u>17,810</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2024

19. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	1,749,866	15,794	1,765,660
Current assets	2,056,592	–	2,056,592
Creditors less than 1 year	(1,007,897)	–	(1,007,897)
Creditors greater than 1 year	(178,833)	–	(178,833)
Net assets	<u>2,619,728</u>	<u>15,794</u>	<u>2,635,522</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	1,752,031	17,810	1,769,841
Current assets	1,704,053	–	1,704,053
Creditors less than 1 year	(880,205)	–	(880,205)
Creditors greater than 1 year	(104,167)	–	(104,167)
Net assets	<u>2,471,712</u>	<u>17,810</u>	<u>2,489,522</u>

20. Analysis of changes in net debt

	At 1 Sep 2023 £	Cash flows £	At 31 Aug 2024 £
Cash at bank and in hand	1,248,735	370,748	1,619,483
Debt due within one year	(50,000)	–	(50,000)
Debt due after one year	(104,167)	50,000	(54,167)
	<u>1,094,568</u>	<u>420,748</u>	<u>1,515,316</u>

21. Related parties

There were no transactions with related parties during the reporting period.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

MANAGEMENT INFORMATION

YEAR ENDED 31 AUGUST 2024

The following pages do not form part of the financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
Income and endowments		
Other trading activities		
School fees receivable	1,727,892	1,574,073
Canteen sales	170,175	139,107
Sundry sales	54,825	72,137
Registration fees	2,700	1,550
After school clubs	101,892	85,441
Other government grants	22,459	6,500
	<u>2,079,943</u>	<u>1,878,808</u>
Investment income		
Bank interest receivable	33,473	12,093
Building society interest receivable	434	239
	<u>33,907</u>	<u>12,332</u>
Total income	<u>2,113,850</u>	<u>1,891,140</u>
Expenditure		
Expenditure on charitable activities		
Cleaning and catering costs	163,438	159,815
Wages and salaries	1,084,031	1,004,148
Employer's NIC	91,327	85,909
Pension costs	153,888	155,093
Other post-retirement benefits	4,831	3,763
Rates and water	19,536	21,346
Light and heat	65,820	47,996
Repairs and maintenance	32,093	44,598
Insurance	24,686	17,155
Legal and professional fees	35,251	39,914
Telephone	2,431	2,751
Other office costs	2,448	360
Amortisation	10,617	2,955
Depreciation	97,186	83,426
Other interest payable and similar charges	5,328	6,922
Marketing, advertising & recruitment costs	8,144	20,481
Computer expenses	16,272	15,208
Staff training	10,256	5,333
Sundry purchases	52,486	39,834
Educational requisites	23,360	12,971
Professional association costs	4,202	2,149
Hire of equipment	13,542	15,247
Field trips	46,677	40,968
	<u>1,967,850</u>	<u>1,828,342</u>
Total expenditure	<u>1,967,850</u>	<u>1,828,342</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
Net income	<u>146,000</u>	<u>62,798</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2024

	2024	2023
	£	£
Expenditure on charitable activities		
Teaching		
<i>Activities undertaken directly</i>		
Salaries	1,084,031	997,666
Employer's NIC	91,327	85,905
Pension costs	153,888	155,093
Staff health insurance	4,831	3,763
Marketing, advertising & recruitment costs	8,144	20,481
Staff training	10,256	5,333
Educational requisites	23,360	12,971
Field trips	46,677	40,968
	<u>1,422,514</u>	<u>1,322,180</u>
Support		
<i>Activities undertaken directly</i>		
Childrens insurance	944	1,122
Telephone	2,431	2,751
Other office costs	2,448	360
Depreciation	12,783	660
Computer expenses	16,272	15,208
Sundry purchases	52,486	39,834
Hire of equipment	13,542	15,247
	<u>100,906</u>	<u>75,182</u>
Welfare		
<i>Activities undertaken directly</i>		
Cleaning and catering costs	163,438	159,815
Canteen wages and salaries	–	6,482
Canteen employer's NIC	–	4
	<u>163,438</u>	<u>166,301</u>
Premises		
<i>Activities undertaken directly</i>		
Rates & water	19,536	21,346
	<u>19,536</u>	<u>21,346</u>
Carried forward	<u>19,536</u>	<u>21,346</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2024

	2024 £	2023 £
Brought forward	19,536	21,346
Light & heat	65,820	47,996
Repairs & maintenance	32,093	44,598
Insurance	23,742	16,033
Depreciation	53,283	39,808
	<u>194,474</u>	<u>169,781</u>
Governance costs		
Auditor's remuneration	6,000	6,000
Legal and professional charges	26,048	32,062
Inspections	3,203	1,852
Loss on disposal of tangible fixed assets for charity's own use	10,617	2,955
Depreciation	31,120	42,958
Loan interest payable	5,328	6,922
Professional association costs	4,202	2,149
	<u>86,518</u>	<u>94,898</u>
Expenditure on charitable activities	<u>1,967,850</u>	<u>1,828,342</u>

WEST LODGE SCHOOL LIMITED

England & Wales - Charity number 283627

Accounts

COMPANY REGISTRATION NUMBER: 01590162
CHARITY REGISTRATION NUMBER: 283627

WEST LODGE SCHOOL LIMITED
Company Limited by Guarantee
FINANCIAL STATEMENTS
31 AUGUST 2023

OPASS BILLINGS WILSON & HONEY LLP

Chartered Certified Accountants & Statutory Auditors

Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2023

	Pages
Trustees' annual report (incorporating the director's report)	1 to 5
Independent auditor's report to the members	6 to 9
Statement of financial activities (including income and expenditure account)	10
Statement of financial position	11 to 12
Statement of cash flows	13
Notes to the financial statements	14 to 22

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 AUGUST 2023

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2023.

Reference and administrative details

Registered charity name	West Lodge School Limited
Charity registration number	283627
Company registration number	01590162
Principal office and registered office	36 Station Road Sidcup Kent DA15 7DU England

The trustees

Mrs C A Head-Rapson (Chairman)	
Ms C Graves	(Resigned 1 September 2022)
Mrs P Martin	(Resigned 27 November 2022)
Mrs G F Murray	
Mrs M F Rohan	
Mr G F Standing	
Mrs N A Gaskin	
Mr C I Heayberd	
Mrs J D Davies	
Miss K L Perrior	(Resigned 23 November 2022)
Mr D Jones	(Appointed 1 September 2023)
Mrs D Gately	(Appointed 1 September 2023)

Company secretary Mrs C. Whyte CPFA Bsc (Hons)

Auditor Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

Bankers National Westminster
87 Sidcup High Street
Sidcup
Kent
DA14 6UP

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2023

Structure, governance and management

Governing document

West Lodge School Limited is a company limited by guarantee - Company Number: 01590162 and a registered charity governed by its Memorandum and Articles of Association - Charity Number: 283627.

Appointment of Trustees (Trustees are Directors and Members of the Council of Management)

In accordance with the Company's Articles of Association one third of the council of management retire by rotation at the Company's Annual General Meeting and are eligible to offer themselves for re-appointment. Under Article 32 of the Company's Memorandum and Articles of Association; Any Member appointed to the Council of Management during the year will retain office only until the next Annual General Meeting where he or she will then be eligible for re-election.

Trustee Induction & Training

Trustees are invited to join the Council by reason of their various skills and abilities usually with an intimate knowledge of the happy environment which characterises the atmosphere in which the School operates. The School is a member of each of AGBIS - Association of Governing Bodies of Independent Schools, ISA - the Independent Schools' Association and ISBA - the Independent Schools Bursars' Association, all of which from time to time provide training for specific purposes.

Risk Management and Reserves

The Trustees' investment powers are governed by the Company's Memorandum and Articles of Association. The Trustees do not currently consider it appropriate to hold any investments other than interest bearing deposits.

The Trustees carry out regular reviews of the Charity's finances. The Trustees monitor progress against budgets at each meeting. As part of this process, the Trustees monitor closely prospective pupil numbers with a view to ensuring that the Charity's reserves continue to be maintained at a prudent level. The School has maintained its optimum number of pupils.

In conjunction with their professional advisers the Trustees remain cognisant of the implications of the Charities Act 2011.

Objectives, activities and performance

In accordance with its Object the Charity continued to provide non-selective education in Sidcup for girls and boys to the age of eleven. A broad based curriculum is the focus of the School's policy and that has continued to provide the opportunity for students to attain the highest academic standards of which they are capable. Additionally, they are provided with extra curricular activities designed to develop life-long interests, help build self-confidence and a desire to contribute to the community.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2023

Achievements and performance

Public Benefit

In setting their objectives and planning their activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging.

The School continues to provide support to various charities including Red Nose Day, Great Ormond Street Hospital, Jeans for Genes and Children in Need. Additionally, our school community generously donated to the Food Bank attached to the New Community Church in Sidcup.

As part of its public benefit operations the school accommodates work experience students from local secondary schools and students intending to train for the teaching profession undertaking classroom observations. The School has also extended its sporting activities, including its involvement in ISA sport and local sports competitions, especially those promoted through the London Borough of Bexley with maintained sector schools.

Additionally the school has been able to open its facilities for hire by a fitness group.

On occasion, the school has provided financial support to families by means of school bursaries for those adversely impacted by the current financial climate and currently supports a pupil, by means of a bursary, in the UK under the Homes for Ukraine scheme.

Financial review

This year, the increase in revenue of £146,398 relates to increased pupil numbers for 2022-23 in comparison to 2021-22. Overall, the net surplus revenue amounted to £62,798.

Fees are reviewed by the Finance Committee, which reviews the budgets for each term and, makes recommendations to the full Council of Management. The Trustees are committed to keeping fee increases to a minimum, however this is becoming increasingly difficult when balancing the risks of future political and financial threats to the Independent Sector, particularly in light of the possible introduction of VAT on tuition fees and possible removal of the business rates relief available to schools that are registered charities.

In June 2020, the School made an application to the Coronavirus Business Interruption Loan Scheme (CBILS) for £250,000, which was received on 9 September 2020. Repayments commenced in October 2021 and are being made on a monthly basis. Interest is being repaid quarterly. This will be repaid in full by September 2026.

As part of the on-going improvements to the school, the School has replaced the climbing frame in the playground, upgraded the Early Years playground and extended the artificial grass area so that the playground has become a Multi-Use Games Area (MUGA).

Plans for future periods

The Charity will continue to improve upon its standards of education within the broad based curriculum.

The School is also committed to continuously improving the facilities for its pupils' and plans to continue to invest in IT equipment and refreshing the building amenities.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2023

Plans for future periods *(continued)*

Future

The Charity will continue to improve upon its standards of education within the broad based curriculum. The school has also purchased a second minibus (in October 2023) with the view to implement plans to deliver a West Lodge School transportation service for pupils in the future.

The School has previously commissioned plans for an extension to the south end of the school, which will increase the classrooms for Years 5 & 6, and provide a dedicated Art studio and Science facilities for the pupils. This project has been tendered for but it is unlikely to be undertaken in the short-term following the playground works mentioned above. However the school still intends to carry out the plans in the future.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2023

The trustees' annual report was approved on ...13/03/2024... and signed on behalf of the board of trustees by:



Mrs C. Whyte CPFA Bsc (Hons)
Charity Secretary

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WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED

YEAR ENDED 31 AUGUST 2023

Opinion

We have audited the financial statements of West Lodge School Limited (the 'charity') for the year ended 31 August 2023 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2023 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;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2023

Other information

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

Matters on which we are required to report by exception

In the light of the 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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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, the trustees 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.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2023

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 the Act and relevant regulations made or having effect thereunder.

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

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:

We identify and assess the key risk areas of material misstatement and then design and perform procedures in relation to those risks.

Materiality has been calculated based on turnover and gross assets and has been assessed at the level of £40,000.

The key risk areas were considered to be Completeness of Charity Income, Valuation of Property, Recoverability of Debtors, Trade Creditor Completeness and Related Party Completeness. The appropriate audit approach was considered and applied to these areas.

We performed substantive testing to identify any incomplete charity income, unrecorded changes in property valuation, irrecoverable trade debts, omitted liabilities or unrecorded related party transactions which may indicate risk of material misstatement due to fraud.

We have reviewed the financial statement disclosures and assessed compliance with the following relevant laws and regulations:

Companies Act 2006
Data Protection Act 2018.
The Education Act 1996

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

" Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

" Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

" Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2023

" Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

" Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Opass Billings Wilson & Honey LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 AUGUST 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Other trading activities	5	1,861,808	17,000	1,878,808	<i>1,744,096</i>
Investment income	6	12,332	–	12,332	<i>646</i>
Total income		<u>1,874,140</u>	<u>17,000</u>	<u>1,891,140</u>	<u><i>1,744,742</i></u>
Expenditure					
Expenditure on charitable activities	7	1,828,072	270	1,828,342	<i>1,731,336</i>
Total expenditure		<u>1,828,072</u>	<u>270</u>	<u>1,828,342</u>	<u><i>1,731,336</i></u>
Net income and net movement in funds		<u>46,068</u>	<u>16,730</u>	<u>62,798</u>	<u><i>13,406</i></u>
Reconciliation of funds					
Total funds brought forward		<u>2,425,644</u>	<u>1,080</u>	<u>2,426,724</u>	<u><i>2,413,318</i></u>
Total funds carried forward		<u>2,471,712</u>	<u>17,810</u>	<u>2,489,522</u>	<u><i>2,426,724</i></u>

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

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 AUGUST 2023

	Note	2023 £	2022 £
FIXED ASSETS			
Tangible fixed assets	13	1,769,841	1,689,510
CURRENT ASSETS			
Debtors	14	455,318	374,651
Cash at bank and in hand		1,248,735	1,322,472
		1,704,053	1,697,123
CREDITORS: amounts falling due within one year	15	880,205	805,742
NET CURRENT ASSETS		823,848	891,381
TOTAL ASSETS LESS CURRENT LIABILITIES		2,593,689	2,580,891
CREDITORS: amounts falling due after more than one year	16	104,167	154,167
NET ASSETS		2,489,522	2,426,724
FUNDS OF THE CHARITY			
Restricted funds		17,810	1,080
Unrestricted funds		2,471,712	2,425,644
Total charity funds	18	2,489,522	2,426,724

For the year ending 31 August 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, however the charity is subject to audit under the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

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

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

The statement of financial position
continues on the following page.

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION *(continued)*

31 AUGUST 2023

These financial statements were approved by the board of trustees and authorised for issue on ~~..13/03/2024~~
and are signed on behalf of the board by:



Mr C I Heayberd
Trustee



Mr G Standing
Trustee

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2023

	2023	2022
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	62,798	13,406
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	83,426	88,854
Other interest receivable and similar income	(12,332)	(646)
Interest payable and similar charges	6,922	6,435
Accrued expenses	48,280	294,597
<i>Changes in:</i>		
Trade and other debtors	(66,504)	(311,067)
Trade and other creditors	12,020	(11,713)
Cash generated from operations	134,610	79,866
Interest paid	(6,922)	(6,435)
Interest received	12,332	646
Net cash from operating activities	140,020	74,077
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible assets	(167,112)	(61,219)
Proceeds from sale of tangible assets	3,355	3,165
Net cash used in investing activities	(163,757)	(58,054)
CASH FLOWS FROM FINANCING ACTIVITIES		
Borrowings	(50,000)	(45,833)
Net cash used in financing activities	(50,000)	(45,833)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(73,737)	(29,810)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	1,322,472	1,352,282
CASH AND CASH EQUIVALENTS AT END OF YEAR	1,248,735	1,322,472

The notes on pages 14 to 22 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2023

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 36 Station Road, Sidcup, Kent, DA15 7DU, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention. The statements are in accordance with the Charities Statement of Recommended Practice (FRS102) and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS102.

Going concern

There are no material uncertainties about the charity's ability to continue.

Creditors

Creditors are initially recorded at fair value and are then remeasured to the present value of the expected future cash outflows.

Debtors

Debtors are initially recorded at fair value and are assessed for impairment at each reporting date. If any impairments exist the debtors are remeasured to the present value of the expected future cash inflows.

Judgements and key sources of estimation uncertainty

There are no significant estimates or assumptions made that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work or for specific projects being undertaken by the School.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% or 5% Straight Line
Fixtures, fittings and equipment	-	25% Reducing Balance or 8/10 Year Straight Line
Motor vehicles	-	25% Reducing Balance

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The Company is limited by guarantee and does not have share capital.

5. Other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
School fees receivable	1,574,073	–	1,574,073
Canteen sales	139,107	–	139,107
Sundry sales	55,137	17,000	72,137
Registration fees	1,550	–	1,550
After school clubs	85,441	–	85,441
Other government grants	6,500	–	6,500
	<u>1,861,808</u>	<u>17,000</u>	<u>1,878,808</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

5. Other trading activities *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
School fees receivable	1,500,474	–	1,500,474
Canteen sales	115,965	–	115,965
Sundry sales	40,118	–	40,118
Registration fees	1,900	–	1,900
After school clubs	64,332	–	64,332
Other government grants	21,307	–	21,307
	<u>1,744,096</u>	<u>–</u>	<u>1,744,096</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	12,093	12,093	634	634
Building society interest receivable	239	239	12	12
	<u>12,332</u>	<u>12,332</u>	<u>646</u>	<u>646</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Teaching	1,322,180	–	1,322,180
Support	74,912	270	75,182
Welfare	166,301	–	166,301
Premises	169,781	–	169,781
Support costs	94,898	–	94,898
	<u>1,828,072</u>	<u>270</u>	<u>1,828,342</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Teaching	1,256,873	–	1,256,873
Support	82,115	361	82,476
Welfare	167,174	–	167,174
Premises	135,199	–	135,199
Support costs	89,614	–	89,614
	<u>1,730,975</u>	<u>361</u>	<u>1,731,336</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

8. Analysis of governance costs

	Governance costs £	Total 2023 £	Total 2022 £
Auditor's remuneration	6,000	6,000	5,500
Legal and professional charges	32,062	32,062	19,355
Inspections	1,852	1,852	2,333
Depreciation	45,913	45,913	52,570
Interest payable	6,922	6,922	6,435
Bad debts (recovered)/written off	–	–	964
Professional association costs	2,149	2,149	2,457
	<u>94,898</u>	<u>94,898</u>	<u>89,614</u>

9. Net income

Net income is stated after charging/(crediting):

	2023 £	2022 £
Depreciation of tangible fixed assets	<u>83,426</u>	<u>88,854</u>

10. Auditors remuneration

	2023 £	2022 £
Fees payable for the audit of the financial statements	<u>6,000</u>	<u>5,500</u>

11. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023 £	2022 £
Wages and salaries	1,004,148	994,229
Social security costs	85,909	82,761
Employer contributions to pension plans	155,093	150,258
Other employee benefits	3,763	3,942
	<u>1,248,913</u>	<u>1,231,190</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

11. Staff costs *(continued)*

The average head count of employees during the year was 43 (2022: 43). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	<i>No.</i>
Teaching	17	17
Classroom assistants	12	12
Administration	5	5
Kitchen	2	2
Cleaning	6	6
Caretaker	1	1
	<u>43</u>	<u>43</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2023	2022
	No.	<i>No.</i>
£80,000 to £89,999	–	1
£90,000 to £99,999	1	–
	<u>1</u>	<u>1</u>

12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees

13. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2022	2,254,040	438,862	19,785	2,712,687
Additions	148,741	18,371	–	167,112
Disposals	–	(38,578)	–	(38,578)
At 31 August 2023	<u>2,402,781</u>	<u>418,655</u>	<u>19,785</u>	<u>2,841,221</u>
Depreciation				
At 1 September 2022	698,921	307,111	17,145	1,023,177
Charge for the year	39,808	42,958	660	83,426
Disposals	–	(35,223)	–	(35,223)
At 31 August 2023	<u>738,729</u>	<u>314,846</u>	<u>17,805</u>	<u>1,071,380</u>
Carrying amount				
At 31 August 2023	<u>1,664,052</u>	<u>103,809</u>	<u>1,980</u>	<u>1,769,841</u>
At 31 August 2022	<u>1,555,119</u>	<u>131,751</u>	<u>2,640</u>	<u>1,689,510</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

13. Tangible fixed assets *(continued)*

The freehold property was gifted to the Charity on the 22nd May 1992. It has been included at a valuation of £200,800 based on an estimate informally given to the Charity in 1992. No depreciation has been charged on the Freehold Property as the residual value is considered to be in excess of the original valuation. Included in Land and Buildings is improvements to the freehold property which have been depreciated.

14. Debtors

	2023	2022
	£	£
Trade debtors	393,325	336,804
Prepayments and accrued income	51,582	30,027
Other debtors	10,411	7,820
	<u>455,318</u>	<u>374,651</u>

15. Creditors: amounts falling due within one year

	2023	2022
	£	£
Bank loans and overdrafts	50,000	50,000
Trade creditors	35,936	32,814
Accruals and deferred income	629,635	567,192
Social security and other taxes	19,081	18,264
Other creditors	145,553	137,472
	<u>880,205</u>	<u>805,742</u>

The bankers for West Lodge School Limited hold a first charge over the property known as 36-38 Station Road, Sidcup, Kent. They also hold a debenture over all the assets of the company.

16. Creditors: amounts falling due after more than one year

	2023	2022
	£	£
Bank loans and overdrafts	<u>104,167</u>	<u>154,167</u>

17. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £155,093 (2022: £150,258).

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

18. Analysis of charitable funds

Unrestricted funds

	At 1 September 20 22	Income £	Expenditure £	Transfers £	At 31 August 202 3
General funds	2,399,283	1,873,901	(1,828,072)	(2,250)	2,442,862
Designated Fund	26,361	239	–	2,250	28,850
	<u>2,425,644</u>	<u>1,874,140</u>	<u>(1,828,072)</u>	<u>–</u>	<u>2,471,712</u>

	At 1 September 20 21	Income £	Expenditure £	Transfers £	At 31 August 202 2
General funds	2,387,779	1,744,730	(1,730,975)	(2,251)	2,399,283
Designated Fund	24,098	12	–	2,251	26,361
	<u>2,411,877</u>	<u>1,744,742</u>	<u>(1,730,975)</u>	<u>–</u>	<u>2,425,644</u>

Restricted funds

	At 1 September 20 22	Income £	Expenditure £	Transfers £	At 31 August 202 3
Revaluation Reserve	–	17,000	–	–	17,000
Motor Vehicle	1,080	–	(270)	–	810
	<u>1,080</u>	<u>17,000</u>	<u>(270)</u>	<u>–</u>	<u>17,810</u>

	At 1 September 20 21	Income £	Expenditure £	Transfers £	At 31 August 202 2
Revaluation Reserve	–	–	–	–	–
Motor Vehicle	1,441	–	(361)	–	1,080
	<u>1,441</u>	<u>–</u>	<u>(361)</u>	<u>–</u>	<u>1,080</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2023

19. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	1,769,031	810	1,769,841
Current assets	1,704,053	–	1,704,053
Creditors less than 1 year	(880,205)	–	(880,205)
Creditors greater than 1 year	(104,167)	–	(104,167)
Net assets	2,488,712	810	2,489,522

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	1,688,430	1,080	<i>1,689,510</i>
Current assets	1,697,123	–	<i>1,697,123</i>
Creditors less than 1 year	(805,742)	–	<i>(805,742)</i>
Creditors greater than 1 year	(154,167)	–	<i>(154,167)</i>
Net assets	2,425,644	1,080	2,426,724

20. Analysis of changes in net debt

	At 1 Sep 2022 £	Cash flows £	At 31 Aug 2023 £
Cash at bank and in hand	1,322,472	(73,737)	1,248,735
Debt due within one year	(50,000)	–	(50,000)
Debt due after one year	(154,167)	50,000	(104,167)
	<u>1,118,305</u>	<u>(23,737)</u>	<u>1,094,568</u>

21. Capital commitments

The Trustees had agreed to set aside £50,000 to purchase a lightweight minibus to fulfil the objectives detailed in the Trustees report.

22. Related parties

There were no transactions with related parties during the reporting period.

WEST LODGE SCHOOL LIMITED

England & Wales - Charity number 283627

Accounts

COMPANY REGISTRATION NUMBER: 01590162

CHARITY REGISTRATION NUMBER: 283627

WEST LODGE SCHOOL LIMITED

Company Limited by Guarantee

FINANCIAL STATEMENTS

31 AUGUST 2022

OPASS BILLINGS WILSON & HONEY LLP

Chartered Certified Accountants & Statutory Auditors

Numeric House

98 Station Road

Sidcup

Kent

DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2022

	Pages
Trustees' annual report (incorporating the director's report)	1 to 5
Independent auditor's report to the members	6 to 9
Statement of financial activities (including income and expenditure account)	10
Statement of financial position	11
Statement of cash flows	12
Notes to the financial statements	13 to 20
The following pages do not form part of the financial statements	
Detailed statement of financial activities	22 to 23
Notes to the detailed statement of financial activities	24 to 25

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 AUGUST 2022

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2022.

Reference and administrative details

Registered charity name West Lodge School Limited

Charity registration number 283627

Company registration number 01590162

Principal office and registered office 36 Station Road
Sidcup
Kent
DA15 7DU
England

The trustees

Mrs. C. A. Head-Rapson
Ms C. Graves (Resigned 1 September 2022)
Mrs. P. Martin (Resigned 27 November 2022)
Mrs. G. F. Murray
Mrs. M. F. Rohan
Mr G. F. Standing
Mrs. N. A. Gaskin
Mr. C. I. Heayberd
Mrs. J. D. Davies
Miss. K. L. Perrior (Resigned 23 November 2022)
Mrs. O. A. Ogungbayi (Resigned 17 November 2021)
Mr. I. M. Calland (Resigned 28 January 2022)

Company secretary Mrs C. Whyte CPFA Bsc (Hons)

Auditor Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

Bankers National Westminster
87 Sidcup High Street
Sidcup
Kent
DA14 6UP

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2022

Structure, governance and management

Governing document

West Lodge School Limited is a company limited by guarantee - Company Number: 1590162 and a registered charity governed by its Memorandum and Articles of Association - Charity Number: 283627.

Appointment of Trustees (Trustees are Directors and Members of the Council of Management)

In accordance with the Company's Articles of Association one third of the council of management retire by rotation at the Company's Annual General Meeting and are eligible to offer themselves for re-appointment. Under Article 32 of the Company's Memorandum and Articles of Association; Any Member appointed to the Council of Management during the year will retain office only until the next Annual General Meeting where he or she will then be eligible for re-election.

Trustee Induction & Training

Trustees are invited to join the Council by reason of their various skills and abilities usually with an intimate knowledge of the happy environment which characterises the atmosphere in which the School operates. The School is a member of each of AGBIS - Association of Governing Bodies of Independent Schools, ISA - the Independent Schools' Association and ISBA - the Independent Schools Bursars' Association, all of which from time to time provide training for specific purposes.

Risk Management and Reserves

The Trustees' investment powers are governed by the Company's Memorandum and Articles of Association. The Trustees do not currently consider it appropriate to hold any investments other than interest bearing deposits.

The Trustees carry out regular reviews of the Charity's finances. The Trustees monitor progress against budgets at each meeting. As part of this process, the Trustees monitor closely prospective pupil numbers with a view to ensuring that the Charity's reserves continue to be maintained at a prudent level. The School has maintained its optimum number of pupils.

In conjunction with their professional advisers the Trustees remain cognisant of the implications of the Charities Act 2011.

Objectives, activities and performance

In accordance with its Object the Charity continued to provide non-selective education in Sidcup for girls and boys to the age of eleven. A broad based curriculum is the focus of the School's policy and that has continued to provide the opportunity for students to attain the highest academic standards of which they are capable. Additionally, they are provided with extra curricular activities designed to develop life-long interests, help build self-confidence and a desire to contribute to the community.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2022

Achievements and performance

Public Benefit

In setting their objectives and planning their activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging.

The School continues to provide support to various charities including "What makes you different makes you beautiful", the Ukraine appeal, Action Aid, Save the Children and Cancer. Additionally, our school community generously donated to the Bexley Food Bank.

Since the Covid-19 pandemic the school has been unable to provide its usual level of public benefit operations and has resumed accommodating work experience students from local secondary schools and students intending to train for the teaching profession undertaking classroom observations.

Additionally the school has been able to open its facilities for hire by a fitness group.

On occasion, the school has provided financial support to families by means of school bursaries for those adversely impacted by the current financial climate.

Financial review

This year, the increase in revenue of £155,566 relates to the inflationary increase in tuition fees, from September 2021. Prior to this, tuition fees had been held static as a way of supporting parents following the Covid-19 Pandemic. Overall, the net surplus revenue amounted to £13,406.

Fees are reviewed by the Finance Committee, which reviews the budgets for each term and, termly, makes recommendations to the full Council of Management. The Trustees are committed to keeping fee increases to a minimum.

In June 2020, the School made an application to the Coronavirus Business Interruption Loan Scheme (CBILS) for £250,000, which was received on 9 September 2020. Repayments commenced in October 2021 and are being made in a monthly basis. Interest is being repaid quarterly.

Plans for future periods

As part of the on-going improvements to the school, the School has committed to replace the climbing frame in the playground, upgrade the Early Years playground and extend the artificial grass area so that the playground becomes a Multi-Use Games Area (MUGA). This will be undertaken in the Spring 2023 term.

The School has also commissioned plans for an extension to the south end of the school, which will increase the classrooms for Years 5 & 6, and provide a dedicated Art studio and Science facilities for the pupils. This project has been tendered for but it unlikely to be undertaken in the short-term.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2022

Plans for future periods *(continued)*

Future

The Charity will continue to improve upon its standards of education within the broad based curriculum. The School will continue to extend its sporting activities, including its involvement in ISA sport and local sports competitions, especially those promoted through the London Borough of Bexley with maintained sector schools.

The School plans to replace the minibus in the long-term, as it is not ULEZ compliant, and hopes to either purchase or lease two new lightweight minibuses that will facilitate the above objective as well as providing the opportunity for the School to deliver a West Lodge School transportation service for pupils in the future.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2022

The trustees' annual report was approved on 15 March 2023 and signed on behalf of the board of trustees by:

Mrs C. Whyte CPFA Bsc (Hons)
Charity Secretary

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED

YEAR ENDED 31 AUGUST 2022

Opinion

We have audited the financial statements of West Lodge School Limited (the 'charity') for the year ended 31 August 2022 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2022 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;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2022

Other information

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

Matters on which we are required to report by exception

In the light of the 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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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, the trustees 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.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2022

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:

We identify and assess the key risk areas of material misstatement and then design and perform procedures in relation to those risks.

Materiality has been calculated based on turnover and gross assets and has been assessed at the level of £40,000.

The key risk areas were considered to be Completeness of Charity Income, Valuation of Property, Recoverability of Debtors, Trade Creditor Completeness and Related Party Completeness. The appropriate audit approach was considered and applied to these areas.

We performed substantive testing to identify any incomplete charity income, unrecorded changes in property valuation, irrecoverable trade debts, omitted liabilities or unrecorded related party transactions which may indicate risk of material misstatement due to fraud.

We have reviewed the financial statement disclosures and assessed compliance with the following relevant laws and regulations:

Companies Act 2006
Data Protection Act 2018.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2022

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

15 March 2023

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 AUGUST 2022

		Unrestricted funds	2022 Restricted funds	Total funds	2021 Total funds
	Note	£	£	£	£
Income and endowments					
Other trading activities	5	1,744,096	–	1,744,096	1,588,530
Investment income	6	646	–	646	128
Total income		<u>1,744,742</u>	<u>–</u>	<u>1,744,742</u>	<u>1,588,658</u>
Expenditure					
Expenditure on charitable activities	7	1,730,975	361	1,731,336	1,521,672
Total expenditure		<u>1,730,975</u>	<u>361</u>	<u>1,731,336</u>	<u>1,521,672</u>
Net income and net movement in funds		<u>13,767</u>	<u>(361)</u>	<u>13,406</u>	<u>66,986</u>
Reconciliation of funds					
Total funds brought forward		<u>2,411,877</u>	<u>1,441</u>	<u>2,413,318</u>	<u>2,346,332</u>
Total funds carried forward		<u>2,425,644</u>	<u>1,080</u>	<u>2,426,724</u>	<u>2,413,318</u>

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

The notes on pages 13 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 AUGUST 2022

	Note	2022 £	£	2021 £
FIXED ASSETS				
Tangible fixed assets	13		1,689,510	1,720,310
CURRENT ASSETS				
Debtors	14	39,094		51,910
Cash at bank and in hand		1,322,472		1,352,282
		<u>1,361,566</u>		<u>1,404,192</u>
CREDITORS: amounts falling due within one year	15	<u>470,185</u>		<u>507,017</u>
NET CURRENT ASSETS			<u>891,381</u>	<u>897,175</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>2,580,891</u>	<u>2,617,485</u>
CREDITORS: amounts falling due after more than one year	16		<u>154,167</u>	<u>204,167</u>
NET ASSETS			<u>2,426,724</u>	<u>2,413,318</u>
FUNDS OF THE CHARITY				
Restricted funds			1,080	1,441
Unrestricted funds			<u>2,425,644</u>	<u>2,411,877</u>
Total charity funds	18		<u>2,426,724</u>	<u>2,413,318</u>

For the year ending 31 August 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, however the charity is subject to audit under the Charities Act 2011.

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

These financial statements were approved by the board of trustees and authorised for issue on 15 March 2023, and are signed on behalf of the board by:

Mrs. C. A. Head-Rapson
Trustee

Mr. C. I. Heyberd
Trustee

The notes on pages 13 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2022

	2022	2021
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income	13,406	66,986
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	88,854	85,567
Other interest receivable and similar income	(646)	(128)
Interest payable and similar charges	6,435	1,053
(Gain)/loss on disposal of fixed assets	3,165	831
Accrued (income)/expenses	(40,960)	68,626
<i>Changes in:</i>		
Trade and other debtors	24,490	4,100
Trade and other creditors	(11,713)	7,339
Cash generated from operations	83,031	234,374
Interest paid	(6,435)	(1,053)
Interest received	646	128
Net cash from operating activities	<u>77,242</u>	<u>233,449</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible assets	(61,219)	(30,338)
Proceeds from sale of tangible assets	3,165	831
Proceeds from sale of heritage assets	(3,165)	(831)
Net cash used in investing activities	<u>(61,219)</u>	<u>(30,338)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	(45,833)	250,000
Net cash (used in)/from financing activities	<u>(45,833)</u>	<u>250,000</u>
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(29,810)	453,111
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	1,352,282	899,171
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>1,322,472</u>	<u>1,352,282</u>

The notes on pages 13 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2022

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 36 Station Road, Sidcup, Kent, DA15 7DU, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention. The statements are in accordance with the Statement of Recommended Accounting Practice, Accounting and Reporting by Charities (2015), applicable UK, Ireland (FRS102), and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS102.

Going concern

The effect of the Covid-19 Pandemic has not adversely impacted the company during this accounting period, however the organisation has encountered other national challenges. Fortunately, the company has been able to address these challenges and has continued to trade satisfactorily.

Creditors

Creditors are initially recorded at fair value and are then remeasured to the present value of the expected future cash outflows.

Debtors

Debtors are initially recorded at fair value and are assessed for impairment at each reporting date. If any impairments exist the debtors are remeasured to the present value of the expected future cash inflows.

Judgements and key sources of estimation uncertainty

There are no significant estimates or assumptions made that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work or for specific projects being undertaken by the School.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

3. Accounting policies *(continued)*

Tangible assets

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% or 5% Straight Line
Fixtures, fittings and equipment	-	25% Reducing Balance or 8/10 Year Straight Line
Motor vehicles	-	25% Reducing Balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The Company is limited by guarantee and does not have share capital.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

5. Other trading activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
School fees receivable	1,512,095	1,512,095	1,444,142	<i>1,444,142</i>
Canteen sales	115,965	115,965	83,764	<i>83,764</i>
Sundry sales	28,497	28,497	12,527	<i>12,527</i>
Registration fees	1,900	1,900	2,050	<i>2,050</i>
After school clubs	64,332	64,332	13,629	<i>13,629</i>
Coronavirus Job Retention Scheme Grant	–	–	32,418	<i>32,418</i>
Other government grants	21,307	21,307	–	<i>–</i>
	<u>1,744,096</u>	<u>1,744,096</u>	<u>1,588,530</u>	<u><i>1,588,530</i></u>

6. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	634	634	126	<i>126</i>
Building society interest receivable	12	12	2	<i>2</i>
	<u>646</u>	<u>646</u>	<u>128</u>	<u><i>128</i></u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Teaching	1,256,873	–	1,256,873
Support	82,115	361	82,476
Welfare	167,174	–	167,174
Premises	135,199	–	135,199
Support costs	89,614	–	89,614
	<u>1,730,975</u>	<u>361</u>	<u>1,731,336</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Teaching	1,173,910	–	<i>1,173,910</i>
Support	63,003	481	<i>63,484</i>
Welfare	119,381	–	<i>119,381</i>
Premises	98,597	–	<i>98,597</i>
Support costs	66,300	–	<i>66,300</i>
	<u>1,521,191</u>	<u>481</u>	<u><i>1,521,672</i></u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

8. Analysis of governance costs

	Governance costs	Legal and professional charges	Total 2022	Total 2021
	£	£	£	£
Auditor's remuneration	5,500	–	5,500	5,500
Legal and professional charges	19,355	–	19,355	11,293
Inspections	2,333	–	2,333	2,238
Depreciation	49,405	3,165	52,570	47,349
Interest payable	6,435	–	6,435	1,053
Bad debts (recovered)/written off	964	–	964	(3,410)
Professional association costs	2,457	–	2,457	2,277
	<u>86,449</u>	<u>3,165</u>	<u>89,614</u>	<u>66,300</u>

9. Net income

Net income is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of tangible fixed assets	88,854	85,567
Loss on disposal of heritage assets	3,165	831

10. Auditors remuneration

	2022	2021
	£	£
Fees payable for the audit of the financial statements	5,500	5,500

11. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021
	£	£
Wages and salaries	994,229	973,014
Social security costs	82,761	79,497
Employer contributions to pension plans	150,258	145,987
Other employee benefits	3,942	3,181
	<u>1,231,190</u>	<u>1,201,679</u>

The average head count of employees during the year was 43 (2021: 45).

The number of employees whose remuneration for the year fell within the following bands, were:

	2022	2021
	No.	No.
£80,000 to £89,999	<u>1</u>	<u>1</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

12. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees

13. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2021	2,219,053	433,113	19,785	2,671,951
Additions	34,987	26,232	–	61,219
Disposals	–	(20,483)	–	(20,483)
At 31 August 2022	<u>2,254,040</u>	<u>438,862</u>	<u>19,785</u>	<u>2,712,687</u>
Depreciation				
At 1 September 2021	660,353	275,024	16,264	951,641
Charge for the year	38,568	49,405	881	88,854
Disposals	–	(17,318)	–	(17,318)
At 31 August 2022	<u>698,921</u>	<u>307,111</u>	<u>17,145</u>	<u>1,023,177</u>
Carrying amount				
At 31 August 2022	<u>1,555,119</u>	<u>131,751</u>	<u>2,640</u>	<u>1,689,510</u>
At 31 August 2021	<u>1,558,700</u>	<u>158,089</u>	<u>3,521</u>	<u>1,720,310</u>

The freehold property was gifted to the Charity on the 22nd May 1992. It has been included at a valuation of £200,800 based on an estimate informally given to the Charity in 1992. No depreciation has been charged on the Freehold Property as the residual value is considered to be in excess of the original valuation. Included in Land and Buildings is improvements to the freehold property which have been depreciated.

14. Debtors

	2022 £	2021 £
Trade debtors	1,247	1,642
Prepayments and accrued income	30,027	47,031
Other debtors	7,820	3,237
	<u>39,094</u>	<u>51,910</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

15. Creditors: amounts falling due within one year

	2022	2021
	£	£
Bank loans and overdrafts	50,000	45,833
Trade creditors	32,814	26,654
Accruals and deferred income	231,635	260,921
Social security and other taxes	18,264	18,630
Other creditors	137,472	154,979
	<u>470,185</u>	<u>507,017</u>

The bankers for West Lodge School Limited hold a first charge over the property known as 36-38 Station Road, Sidcup, Kent. They also hold a debenture over all the assets of the company.

16. Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Bank loans and overdrafts	<u>154,167</u>	<u>204,167</u>

17. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £150,258 (2021: £145,987).

18. Analysis of charitable funds

Unrestricted funds

	At 1 September 20 21	Income £	Expenditure £	Transfers £	At 31 August 202 2
General funds	2,387,779	1,744,730	(1,730,975)	(2,251)	2,399,283
Designated Fund	24,098	12	-	2,251	26,361
	<u>2,411,877</u>	<u>1,744,742</u>	<u>(1,730,975)</u>	<u>-</u>	<u>2,425,644</u>

	At 1 September 20 20	Income £	Expenditure £	Transfers £	At 31 August 202 1
General funds	2,318,957	1,588,656	(1,521,191)	1,357	2,387,779
Designated Fund	25,453	2	-	(1,357)	24,098
	<u>2,344,410</u>	<u>1,588,658</u>	<u>(1,521,191)</u>	<u>-</u>	<u>2,411,877</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2022

18. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 September 20 21	Income	Expenditure	Transfers	At 31 August 2022
	£	£	£	£	£
Motor Vehicle	<u>1,441</u>	<u>-</u>	<u>(361)</u>	<u>-</u>	<u>1,080</u>

	At 1 September 20 20	Income	Expenditure	Transfers	At 31 August 2021
	£	£	£	£	£
Motor Vehicle	<u>1,922</u>	<u>-</u>	<u>(481)</u>	<u>-</u>	<u>1,441</u>

19. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	1,688,430	1,080	1,689,510
Current assets	891,381	-	891,381
Creditors greater than 1 year	<u>(154,167)</u>	<u>-</u>	<u>(154,167)</u>
Net assets	<u>2,425,644</u>	<u>1,080</u>	<u>2,426,724</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	1,718,869	1,441	1,720,310
Current assets	897,175	-	897,175
Creditors greater than 1 year	<u>(204,167)</u>	<u>-</u>	<u>(204,167)</u>
Net assets	<u>2,411,877</u>	<u>1,441</u>	<u>2,413,318</u>

20. Analysis of changes in net debt

	At 1 Sep 2021 £	Cash flows £	At 31 Aug 2022 £
Cash at bank and in hand	1,352,282	(29,810)	1,322,472
Debt due within one year	(45,833)	(4,167)	(50,000)
Debt due after one year	<u>(204,167)</u>	<u>50,000</u>	<u>(154,167)</u>
	<u>1,102,282</u>	<u>16,023</u>	<u>1,118,305</u>

21. Capital commitments

The Trustees recognise the continuing need to maintain the School Property to a high standard and have allocated a sum of £150,000 for this purpose

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

MANAGEMENT INFORMATION

YEAR ENDED 31 AUGUST 2022

The following pages do not form part of the financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £
Income and endowments		
Other trading activities		
School fees receivable	1,512,095	<i>1,444,142</i>
Canteen sales	115,965	<i>83,764</i>
Sundry sales	28,497	<i>12,527</i>
Registration fees	1,900	<i>2,050</i>
After school clubs	64,332	<i>13,629</i>
Coronavirus Job Retention Scheme Grant	–	<i>32,418</i>
Other government grants	21,307	–
	<u>1,744,096</u>	<u><i>1,588,530</i></u>
Investment income		
Bank interest receivable	634	<i>126</i>
Building society interest receivable	12	<i>2</i>
	<u>646</u>	<u><i>128</i></u>
Total income	<u>1,744,742</u>	<u><i>1,588,658</i></u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2022

	2022	2021
	£	£
Expenditure		
Expenditure on charitable activities		
Purchases	115,667	44,468
Wages and salaries	994,229	973,014
Employer's NIC	82,761	79,497
Pension costs	150,258	145,987
Other post-retirement benefits	3,942	3,181
Rates and water	18,304	15,285
Light and heat	29,615	16,075
Repairs and maintenance	25,302	10,614
Insurance	25,032	20,746
Legal and professional fees	27,188	19,031
Telephone	1,892	1,615
Other office costs	1,221	772
Depreciation	88,854	85,567
Other interest payable and similar charges	6,435	1,053
DetailedSOFAExpenditureOnCharitableActivitiesType1H	3,165	831
Recruitment and computer costs	21,528	24,704
Educational requisites and hire of equipment	43,202	21,484
Staff training, sundry purchases and bad debts recovered	55,662	34,122
Field trips	37,079	23,626
	<u>1,731,336</u>	<u>1,521,672</u>
Total expenditure	<u>1,731,336</u>	<u>1,521,672</u>
Net income	<u>13,406</u>	<u>66,986</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £
Brought forward	18,304	15,285
Light & heat	29,615	<i>16,075</i>
Repairs & maintenance	25,302	<i>10,614</i>
Insurance	23,410	<i>18,748</i>
Depreciation	38,568	<i>37,875</i>
	<u>135,199</u>	<u><i>98,597</i></u>
Governance costs		
Auditor's remuneration	5,500	<i>5,500</i>
Legal and professional charges	19,355	<i>11,293</i>
Inspections	2,333	<i>2,238</i>
Depreciation	49,405	<i>46,518</i>
Loan interest payable	6,435	<i>1,053</i>
Governance costs - loss on disposal off fixed assets	3,165	<i>831</i>
Bad debts recovered	964	<i>(3,410)</i>
Professional association costs	2,457	<i>2,277</i>
	<u>89,614</u>	<u><i>66,300</i></u>
Expenditure on charitable activities	<u>1,731,336</u>	<u><i>1,521,672</i></u>

WEST LODGE SCHOOL LIMITED

England & Wales - Charity number 283627

Accounts

COMPANY REGISTRATION NUMBER: 01590162
CHARITY REGISTRATION NUMBER: 283627

WEST LODGE SCHOOL LIMITED
Company Limited by Guarantee
FINANCIAL STATEMENTS
31 AUGUST 2021

OPASS BILLINGS WILSON & HONEY LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2021

	Pages
Trustees' annual report (incorporating the director's report)	1 to 4
Independent auditor's report to the members	5 to 8
Statement of financial activities (including income and expenditure account)	9
Statement of financial position	10
Statement of cash flows	11
Notes to the financial statements	12 to 20
The following pages do not form part of the financial statements	
Detailed statement of financial activities	22 to 23

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT)

YEAR ENDED 31 AUGUST 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 August 2021.

Reference and administrative details

Registered charity name West Lodge School Limited

Charity registration number 283627

Company registration number 01590162

Principal office and registered office 36 Station Road
Sidcup
Kent
DA15 7DU
England

The trustees Mrs. C. A. Head-Rapson
Ms C. Graves
Mrs. P. Martin
Mrs. G. F. Murray
Mrs. M. F. Rohan
Mr G. F. Standing
Mrs. N. A. Gaskin
Mr. C. I. Heayberd
Mrs. J. D. Davies
Miss. K. L. Perrior
Mrs. O. A. Ogungbayi (Resigned 17 November 2021)
Mr. I. M. Calland

Company secretary Mrs C. Whyte CPFA Bsc (Hons)

Auditor Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

Bankers National Westminster
87 Sidcup High Street
Sidcup
Kent
DA14 6UP

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2021

Structure, governance and management

Governing document

West Lodge School Limited is a company limited by guarantee - Company Number: 1590162 and a registered charity governed by its Memorandum and Articles of Association - Charity Number: 283627.

Appointment of Trustees (Trustees are Directors and Members of the Council of Management)

In accordance with the Company's Articles of Association one third of the council of management retire by rotation at the Company's Annual General Meeting and are eligible to offer themselves for re-appointment. Under Article 32 of the Company's Memorandum and Articles of Association; Any Member appointed to the Council of Management during the year will retain office only until the next Annual General Meeting where he or she will then be eligible for re-election.

Trustee Induction & Training

Trustees are invited to join the Council by reason of their various skills and abilities usually with an intimate knowledge of the happy environment which characterises the atmosphere in which the School operates. The School is a member of each of AGBIS - Association of Governing Bodies of Independent Schools, ISA - the Independent Schools' Association and ISBA - the Independent Schools Bursars' Association, all of which from time to time provide training for specific purposes.

Risk Management and Reserves

The Trustees' investment powers are governed by the Company's Memorandum and Articles of Association. The Trustees do not currently consider it appropriate to hold any investments other than interest bearing deposits.

The Trustees carry out regular reviews of the Charity's finances. The Trustees monitor progress against budgets at each meeting. As part of this process, the Trustees monitor closely prospective pupil numbers with a view to ensuring that the Charity's reserves continue to be maintained at a prudent level. The School has maintained its optimum number of pupils.

In conjunction with their professional advisers the Trustees remain cognisant of the implications of the Charities Act 2011.

Objectives, activities and performance

In accordance with its Object the Charity continued to provide non-selective education in Sidcup for girls and boys to the age of eleven. A broad based curriculum is the focus of the School's policy and that has continued to provide the opportunity for students to attain the highest academic standards of which they are capable. Additionally, they are provided with extra curricula activities designed to develop life-long interests, help build self-confidence and a desire to contribute to the community.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2021

Achievements and performance

Public Benefit

In setting their objectives and planning their activities, the Trustees have given careful consideration to the Charity Commission's general guidance on public benefit and in particular its supplementary guidance on advancing education and fee charging.

The School continues to provide support to various charities including Crisis at Christmas, Children in Need and AASHA Charity. Additionally, our school community generously donated to the Bexley Food Bank.

Due to the Covid-19 pandemic the school has been unable to provide its usual level of public benefit operations such as accommodating work experience students from local secondary schools and students intending to train for the teaching profession undertaking classroom observations.

However, the school has been able to open its facilities for use by a fitness groups.

On occasion the school has provided financial support to families by means of school bursaries for those adversely impacted by Covid-19.

Financial review

This year, the increase in revenue of £83,713 related to tuition fees, which in the previous year has been discounted by the school to assist parents at a time when Covid-19 lockdowns were in place. Overall the net surplus revenue amounted to £66,986.

Fees are reviewed by the Finance Committee, which reviews the budgets for each term and, termly, makes recommendations to the full Council of Management. The Trustees are committed to keeping fee increases to a minimum.

In June 2020, the School made an application to the Coronavirus Business Interruption Loan Scheme (CBILS) for £250,000, which was received on 9 September 2020. Repayments commenced in October 2021 and are being made in a monthly basis. Interest is being repaid quarterly.

Plans for future periods

The School has commissioned plans for an extension to the south end of the school, which will increase the classrooms for Years 5 & 6, and provide a dedicated Art studio and Science facilities for the pupils. This project has been tendered for and is likely to be undertaken in 2023.

As part of the on-going improvements to the school, the School also plans to replace the climbing frame in the playground and replace artificial grass.

Future

The Charity will continue to improve upon its standards of education within the broad based curriculum. The School will continue to extend its sporting activities, including its involvement in ISA sport and local sports competitions, especially those promoted through the London Borough of Bexley with maintained sector schools.

The School plans to purchase a second minibus that will facilitate the above objective as well as enabling the School to deliver a West Lodge School transportation service for pupils.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

TRUSTEES' ANNUAL REPORT (INCORPORATING THE DIRECTOR'S REPORT) *(continued)*

YEAR ENDED 31 AUGUST 2021

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 16/03/2022 and signed on behalf of the board of trustees by:



Mrs C. Whyte CPFA Bsc (Hons)
Charity Secretary

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED

YEAR ENDED 31 AUGUST 2021

Opinion

We have audited the financial statements of West Lodge School Limited (the 'charity') for the year ended 31 August 2021 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, 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, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2021 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;
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED
(continued)

YEAR ENDED 31 AUGUST 2021

Other information

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

Matters on which we are required to report by exception

In the light of the 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 in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- adequate accounting records have not been kept; 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, the trustees 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.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2021

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:

We identify and assess the key risk areas of material misstatement and then design and perform procedures in relation to those risks.

Materiality has been calculated based on turnover and has been assessed at the level of £30,000.

The key risk areas were considered to be Completeness of Charity Income, Going Concern Consideration, Valuation of Property, Recoverability of Debtors and Trade Creditor Payability. The appropriate audit approach was considered and applied to these areas.

We performed substantive testing to identify any incomplete charity income, going concern issues, unrecorded changes in property valuation, irrecoverable trade debts or unpaid long term liabilities which may indicate risk of material misstatement due to fraud.

We have reviewed the financial statement disclosures and assessed compliance with the following relevant laws and regulations:

Companies Act 2006
Data Protection Act 2018.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST LODGE SCHOOL LIMITED (continued)

YEAR ENDED 31 AUGUST 2021

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Opass Billings Wilson & Honey LLP
Chartered Certified Accountants & Statutory Auditors
Numeric House
98 Station Road
Sidcup
Kent
DA15 7BY

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

YEAR ENDED 31 AUGUST 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
Income and endowments					
Donations and legacies	5	–	–	–	15,113
Other trading activities	6	1,588,530	–	1,588,530	1,488,379
Investment income	7	128	–	128	1,453
Total income		<u>1,588,658</u>	<u>–</u>	<u>1,588,658</u>	<u>1,504,945</u>
Expenditure					
Expenditure on charitable activities	8	1,521,191	481	1,521,672	1,521,587
Total expenditure		<u>1,521,191</u>	<u>481</u>	<u>1,521,672</u>	<u>1,521,587</u>
Net income/(expenditure) and net movement in funds		<u>67,467</u>	<u>(481)</u>	<u>66,986</u>	<u>(16,642)</u>
Reconciliation of funds					
Total funds brought forward		2,344,410	1,922	2,346,332	2,362,974
Total funds carried forward		<u>2,411,877</u>	<u>1,441</u>	<u>2,413,318</u>	<u>2,346,332</u>

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

The notes on pages 12 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF FINANCIAL POSITION

31 AUGUST 2021

	Note	2021 £	£	2020 £
FIXED ASSETS				
Tangible fixed assets	14		1,720,310	1,776,370
CURRENT ASSETS				
Debtors	15	51,910		56,010
Cash at bank and in hand		1,352,282		899,171
		1,404,192		955,181
CREDITORS: amounts falling due within one year	16	507,017		385,219
NET CURRENT ASSETS			897,175	569,962
TOTAL ASSETS LESS CURRENT LIABILITIES			2,617,485	2,346,332
CREDITORS: amounts falling due after more than one year	17		204,167	—
NET ASSETS			2,413,318	2,346,332
FUNDS OF THE CHARITY				
Restricted funds			1,441	1,922
Unrestricted funds			2,411,877	2,344,410
Total charity funds	19		2,413,318	2,346,332

For the year ending 31 August 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 16/03/2022 and are signed on behalf of the board by:

Mrs. C. A. Head-Rapson
Trustee

Mr. C. I. Heyberd
Trustee

The notes on pages 12 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

STATEMENT OF CASH FLOWS

YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
CASH FLOWS FROM OPERATING ACTIVITIES		
Net income/(expenditure)	66,986	(16,642)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	85,567	84,594
Other interest receivable and similar income	(128)	(1,453)
Interest payable and similar charges	1,053	1,252
(Gain)/loss on disposal of fixed assets	831	–
Accrued expenses	68,626	5,226
<i>Changes in:</i>		
Trade and other debtors	4,100	(21,236)
Trade and other creditors	7,339	11,380
Cash generated from operations	234,374	63,121
Interest paid	(1,053)	(1,252)
Interest received	128	1,453
Net cash from operating activities	<u>233,449</u>	<u>63,322</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of tangible assets	(30,338)	(15,540)
Proceeds from sale of tangible assets	831	–
Proceeds from sale of heritage assets	(831)	–
Net cash used in investing activities	<u>(30,338)</u>	<u>(15,540)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	250,000	–
Net cash from financing activities	<u>250,000</u>	<u>–</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	453,111	47,782
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	899,171	851,389
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>1,352,282</u>	<u>899,171</u>

The notes on pages 12 to 20 form part of these financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 AUGUST 2021

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 36 Station Road, Sidcup, Kent, DA15 7DU, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention. The statements are in accordance with the Statement of Recommended Accounting Practice, Accounting and Reporting by Charities (2015), applicable UK, Ireland (FRS102), and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS102.

Going concern

The Covid-19 Pandemic has been ongoing throughout the company's accounting period and has produced numerous challenges on a global level.

In this accounting period and subsequently, the company has been able to address these challenges and has continued to trade satisfactorily.

Creditors

Creditors are initially recorded at fair value and are then remeasured to the present value of the expected future cash outflows.

Debtors

Debtors are initially recorded at fair value and are assessed for impairment at each reporting date. If any impairments exist the debtors are remeasured to the present value of the expected future cash inflows.

Judgements and key sources of estimation uncertainty

There are no significant estimates or assumptions made that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the School's work or for specific projects being undertaken by the School.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

3. Accounting policies *(continued)*

Tangible assets

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	-	2% or 5% Straight Line
Fixtures, fittings and equipment	-	25% Reducing Balance or 8/10 Year Straight Line
Motor vehicles	-	25% Reducing Balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The Company is limited by guarantee and does not have share capital.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

5. Donations and legacies

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
Donations from parents	–	–	15,113	15,113

6. Other trading activities

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
School fees receivable	1,444,142	1,444,142	1,283,344	1,283,344
Canteen sales	83,764	83,764	84,328	84,328
Sundry sales	12,527	12,527	12,843	12,843
Registration fees	2,050	2,050	2,100	2,100
After school clubs	13,629	13,629	47,269	47,269
Coronavirus Job Retention Scheme Grant	32,418	32,418	58,495	58,495
	<u>1,588,530</u>	<u>1,588,530</u>	<u>1,488,379</u>	<u>1,488,379</u>

7. Investment income

	Unrestricted Funds	Total Funds 2021	Unrestricted Funds	Total Funds 2020
	£	£	£	£
Bank interest receivable	126	126	1,409	1,409
Building society interest receivable	2	2	44	44
	<u>128</u>	<u>128</u>	<u>1,453</u>	<u>1,453</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Teaching	1,173,910	–	1,173,910
Support	63,003	481	63,484
Welfare	119,381	–	119,381
Premises	98,597	–	98,597
Support costs	66,300	–	66,300
	<u>1,521,191</u>	<u>481</u>	<u>1,521,672</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Teaching	1,167,998	–	1,167,998
Support	61,037	640	61,677
Welfare	121,894	–	121,894
Premises	108,640	–	108,640
Support costs	61,378	–	61,378
	<u>1,520,947</u>	<u>640</u>	<u>1,521,587</u>

9. Analysis of governance costs

	Governance costs £	Total 2021 £	Total 2020 £
Auditor's remuneration	5,500	5,500	5,500
Legal and professional charges	11,293	11,293	14,405
Inspections	2,238	2,238	3,338
Depreciation	46,518	47,349	45,159
Loss on disposal of fixed assets	831	831	–
Interest payable	1,053	1,053	1,252
Bad debts (recovered)/written off	(3,410)	(3,410)	(10,539)
Professional association costs	2,277	2,277	2,263
	<u>66,300</u>	<u>66,300</u>	<u>61,378</u>

10. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	85,567	84,594
Loss on disposal of fixed assets	<u>831</u>	<u>–</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

11. Auditors remuneration

	2021	2020
	£	£
Fees payable for the audit of the financial statements	<u>5,500</u>	<u>5,500</u>

12. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	973,014	1,000,357
Social security costs	79,497	85,091
Employer contributions to pension plans	145,987	132,190
Other employee benefits	3,181	3,827
	<u>1,201,679</u>	<u>1,221,465</u>

The average head count of employees during the year was 45 (2020: 45).

The number of employees whose remuneration for the year fell within the following bands, were:

	2021	2020
	No.	No.
£80,000 to £89,999	<u>1</u>	<u>1</u>

13. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

14. Tangible fixed assets

	Land and buildings £	Fixtures and fittings £	Motor vehicles £	Total £
Cost				
At 1 September 2020	2,216,833	419,973	19,785	2,656,591
Additions	2,220	28,118	–	30,338
Disposals	–	(14,978)	–	(14,978)
At 31 August 2021	2,219,053	433,113	19,785	2,671,951
Depreciation				
At 1 September 2020	622,478	242,653	15,090	880,221
Charge for the year	37,875	46,518	1,174	85,567
Disposals	–	(14,147)	–	(14,147)
At 31 August 2021	660,353	275,024	16,264	951,641
Carrying amount				
At 31 August 2021	1,558,700	158,089	3,521	1,720,310
At 31 August 2020	1,594,355	177,320	4,695	1,776,370

The freehold property was gifted to the Charity on the 22nd May 1992. It has been included at a valuation of £200,800 based on an estimate informally given to the Charity in 1992. No depreciation has been charged on the Freehold Property as the residual value is considered to be in excess of the original valuation. Included in Land and Buildings is improvements to the freehold property which have been depreciated.

15. Debtors

	2021 £	2020 £
Trade debtors	1,642	20,075
Prepayments and accrued income	47,031	23,118
Other debtors	3,237	12,817
	51,910	56,010

16. Creditors: amounts falling due within one year

	2021 £	2020 £
Bank loans and overdrafts	45,833	–
Trade creditors	26,654	31,431
Accruals and deferred income	260,921	192,295
Social security and other taxes	18,630	20,153
Other creditors	154,979	141,340
	507,017	385,219

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

16. Creditors: amounts falling due within one year *(continued)*

The bankers for West Lodge School Limited hold a first charge over the property known as 36-38 Station Road, Sidcup, Kent. They also hold a debenture over all the assets of the company.

17. Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Bank loans and overdrafts	<u>204,167</u>	<u>–</u>

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £145,987 (2020: £132,190).

19. Analysis of charitable funds

Unrestricted funds

	At 1 September 2020	Income	Expenditure	Transfers	At 31 August 2021
	£	£	£	£	£
General funds	2,318,957	1,588,656	(1,521,191)	1,357	2,387,779
Designated Fund	25,453	2	–	(1,357)	24,098
	<u>2,344,410</u>	<u>1,588,658</u>	<u>(1,521,191)</u>	<u>–</u>	<u>2,411,877</u>

	At 1 September 2019	Income	Expenditure	Transfers	At 31 August 2020
	£	£	£	£	£
General funds	2,331,819	1,504,901	(1,520,947)	3,184	2,318,957
Designated Fund	28,593	44	–	(3,184)	25,453
	<u>2,360,412</u>	<u>1,504,945</u>	<u>(1,520,947)</u>	<u>–</u>	<u>2,344,410</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE FINANCIAL STATEMENTS *(continued)*

YEAR ENDED 31 AUGUST 2021

19. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 September 2020 £	Income £	Expenditure £	Transfers £	At 31 August 2021 £
Motor Vehicle	<u>1,922</u>	<u>—</u>	<u>(481)</u>	<u>—</u>	<u>1,441</u>

	At 1 September 2019 £	Income £	Expenditure £	Transfers £	At 31 August 2020 £
Motor Vehicle	<u>2,562</u>	<u>—</u>	<u>(640)</u>	<u>—</u>	<u>1,922</u>

20. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	1,718,869	1,441	1,720,310
Current assets	897,175	—	897,175
Creditors greater than 1 year	(204,167)	—	(204,167)
Net assets	<u>2,411,877</u>	<u>1,441</u>	<u>2,413,318</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Tangible fixed assets	1,774,448	1,922	1,720,310
Current assets	569,962	—	569,962
Creditors greater than 1 year	—	—	—
Net assets	<u>2,344,410</u>	<u>1,922</u>	<u>2,346,332</u>

21. Analysis of changes in net debt

	At 1 Sep 2020 £	Cash flows £	At 31 Aug 2021 £
Cash at bank and in hand	899,171	453,111	1,352,282
Debt due within one year	—	(45,833)	(45,833)
Debt due after one year	—	(204,167)	(204,167)
	<u>899,171</u>	<u>203,111</u>	<u>1,102,282</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

MANAGEMENT INFORMATION

YEAR ENDED 31 AUGUST 2021

The following pages do not form part of the financial statements.

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
Income and endowments		
Donations and legacies		
Donations from parents	—	<u>15,113</u>
Other trading activities		
School fees receivable	1,444,142	1,283,344
Canteen sales	83,764	84,328
Sundry sales	12,527	12,843
Registration fees	2,050	2,100
After school clubs	13,629	47,269
Coronavirus Job Retention Scheme Grant	32,418	58,495
	<u>1,588,530</u>	<u>1,488,379</u>
Investment income		
Bank interest receivable	126	1,409
Building society interest receivable	2	44
	<u>128</u>	<u>1,453</u>
Total income	<u>1,588,658</u>	<u>1,504,945</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
Expenditure		
Expenditure on charitable activities		
Purchases	44,468	42,243
Wages and salaries	973,014	1,000,357
Employer's NIC	79,497	85,091
Pension costs	145,987	132,190
Other post-retirement benefits	3,181	3,827
Rates and water	15,285	17,519
Light and heat	16,075	14,632
Repairs and maintenance	10,614	22,971
Insurance	20,746	20,149
Legal and professional fees	19,031	23,243
Telephone	1,615	3,375
Other office costs	772	1,718
Depreciation	85,567	84,594
Other interest payable and similar charges	1,053	1,252
DetailedSOFAExpenditureOnCharitableActivitiesType1H	831	—
Recruitment and computer costs	24,704	8,670
Educational requisites and hire of equipment	21,484	22,758
Staff training, sundry purchases and bad debts recovered	34,122	27,264
Field trips	23,626	9,734
	<u>1,521,672</u>	<u>1,521,587</u>
Total expenditure	<u>1,521,672</u>	<u>1,521,587</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
Expenditure on charitable activities		
Teaching		
<i>Activities undertaken directly</i>		
Salaries	900,700	923,625
Employer's NIC	76,898	82,172
Pension costs	145,987	132,190
Staff health insurance	3,181	3,827
Recruitment costs	3,980	1,494
Staff training	4,520	5,251
Educational requisites	15,018	9,705
Field trips	23,626	9,734
	<u>1,173,910</u>	<u>1,167,998</u>
Support		
<i>Activities undertaken directly</i>		
Childrens insurance	1,998	4,501
Telephone	1,615	3,375
Other office costs	772	1,718
Depreciation	1,174	1,565
Computer expenses	20,724	7,176
Sundry purchases	20,374	28,046
Hire of equipment	16,827	15,296
	<u>63,484</u>	<u>61,677</u>
Welfare		
<i>Activities undertaken directly</i>		
Sundry purchases	44,468	42,243
Canteen wages and salaries	72,314	76,732
Canteen employer's NIC	2,599	2,919
	<u>119,381</u>	<u>121,894</u>
Premises		
<i>Activities undertaken directly</i>		
Rates & water	15,285	17,519
Light & heat	16,075	14,632
Repairs & maintenance	10,614	22,971
Insurance	18,748	15,648
Depreciation	37,875	37,870
	<u>98,597</u>	<u>108,640</u>

WEST LODGE SCHOOL LIMITED

COMPANY LIMITED BY GUARANTEE

NOTES TO THE DETAILED STATEMENT OF FINANCIAL ACTIVITIES *(continued)*

YEAR ENDED 31 AUGUST 2021

	2021	2020
	£	£
Governance costs		
Auditor's remuneration	5,500	5,500
Legal and professional charges	11,293	14,405
Inspections	2,238	3,338
Depreciation	46,518	45,159
Loan interest payable	1,053	1,252
Governance costs - loss on disposal off fixed assets	831	-
Bad debts recovered	(3,410)	(10,539)
Professional association costs	2,277	2,263
	<u>66,300</u>	<u>61,378</u>
Expenditure on charitable activities	<u>1,521,672</u>	<u>1,521,587</u>
Net income/(expenditure)	<u>66,986</u>	<u>(16,642)</u>
