

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

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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)

Auditor Affinia (Orpington)
Chartered Accountants & Statutory Auditors
Lynwood House
Crofton Road
Orpington
Kent
BR6 8QE

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 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.

 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 £
	Note				
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		2,619,728	15,794	2,635,522	2,489,522
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		1,639,362	1,619,483
		<u>1,803,817</u>	<u>2,056,592</u>
CREDITORS: amounts falling due within one year	15	<u>665,518</u>	<u>1,007,897</u>
NET CURRENT ASSETS		<u>1,138,299</u>	<u>1,048,695</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,832,105</u>	<u>2,814,355</u>
CREDITORS: amounts falling due after more than one year	16	<u>35,228</u>	<u>178,833</u>
NET ASSETS		<u>2,796,877</u>	<u>2,635,522</u>
FUNDS OF THE CHARITY			
Restricted funds		13,942	15,794
Unrestricted funds		2,782,935	2,619,728
Total charity funds	18	<u>2,796,877</u>	<u>2,635,522</u>

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	<i>1,727,892</i>
Canteen sales	178,520	178,520	170,175	<i>170,175</i>
Sundry sales	43,933	43,933	54,825	<i>54,825</i>
Registration fees	2,850	2,850	2,700	<i>2,700</i>
After school clubs	90,384	90,384	101,892	<i>101,892</i>
Other government grants	40,146	40,146	22,459	<i>22,459</i>
	<u>2,143,423</u>	<u>2,143,423</u>	<u>2,079,943</u>	<u><i>2,079,943</i></u>

6. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	44,579	44,579	33,473	<i>33,473</i>
Building society interest receivable	411	411	434	<i>434</i>
	<u>44,990</u>	<u>44,990</u>	<u>33,907</u>	<u><i>33,907</i></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	—	<i>1,422,514</i>
Support	100,703	203	<i>100,906</i>
Welfare	163,438	—	<i>163,438</i>
Premises	192,661	1,813	<i>194,474</i>
Support costs	86,518	—	<i>86,518</i>
	<u>1,965,834</u>	<u>2,016</u>	<u><i>1,967,850</i></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
	£	£
Depreciation of tangible fixed assets	<u>92,703</u>	<u>97,186</u>

10. Auditors remuneration

	2025	2024
	£	£
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:

	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 202 5
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 202 4
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 202 5
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 202 4
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>

YEAR ENDED 31 AUGUST 2025

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>