Registered number: 09031159
Charity number: 1157145

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

UNAUDITED

GOVERNORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

THE NORWEGIAN KINDERGARTEN IN LONDON
(A company limited by guarantee)

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THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS GOVERNORS AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2025

Governors

E Austvoll, Chair
T Bakken
M S Norbraathen
K McPherson (appointed 30 January 2026)
E Hall (appointed 30 January 2026)

Company registered number

09031159

Charity registered number

1157145

Registered office

28 Arterberry Road
Wimbledon
London
SW20 8AH

Headteacher

G T Mackenzie

Accountants

James Cowper Kreston
Chartered Accountants
Forbury Road
Reading
Berkshire
RG1 1AX

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

GOVERNORS' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The Governors (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of The Norwegian Kindergarten in London ('the Kindergarten' or 'NK') for the year ended 31 December 2025. The Governors confirm that the annual report and financial statements of the company comply with the Charities Act 2011, the Companies Act 2006, the requirements of the governing documents and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

CONSTITUTION AND OBJECTS

The Norwegian Kindergarten in London was established on 8 May 2014 as a private company limited by guarantee (Company Number: 9031159) and registered as a charity (Registered Number: 1157145). It is governed by its Memorandum and Articles of Association. The Kindergarten opened on 1 August 2014.

The principal object of the charity is to promote the education of Norwegian/Scandinavian children aged between 2-6 years in the United Kingdom.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Norwegian Kindergarten in London is an English Independent School for children aged 2-6.

Since September 2015 the board has atleast 3 Governors who are also Directors of The Norwegian Kindergarten in London. The Board had three meetings this year. The Kindergarten is financed solely from fees. Policy is determined by the Governors and is carried out by the Head Teacher. The Deputy Head Teacher assists the Head Teacher in the day to day management of the Kindergarten's academic and non academic matters.

BOARD OF GOVERNORS

None of the Governors received any remuneration or reimbursement during the year.

The Governors are charity trustees, as well as directors and members of the company. Nominations are made following discussions between existing Governors and the Head Teacher and take into account the individual's connections with the Kindergarten, competence, specialist skills and local availability. The Governing Board requires breadth and depth of experience to carry out its duties effectively and efficiently.

REVIEW OF ACTIVITIES

The Norwegian authorities ruled that the Kindergarten could no longer be part of The Norwegian School in London Limited and so on 1 August 2014 The Norwegian Kindergarten in London was set up as a separate legal entity. Existing pupils and staff were transferred to the new entity from 1 August 2014.

The Norwegian Kindergarten in London provides Nursery School Education for Norwegian/Scandinavian speaking children aged 2 to 6 at its premises in Wimbledon, following the Norwegian curriculum.

The Kindergarten aims to be "The natural choice for Norwegian/Scandinavian families in London". For the Kindergarten year starting August 2024, the Kindergarten had 5 full or part time employees and for the Kindergarten year starting August 2025, the Kindergarten had 5 full or part time employees.

In January 2025 17 children attended the Kindergarten and in August 2025 13 children attended the Kindergarten.

The Kindergarten provides 34 hours per week including break time and lunch. Opening core hours are: Mondays Thursdays from 8:30 until 15:30 and Fridays 8:30 until 14:30. The kindergarten also offer early drop off from 8am and late pick to 4pm (except Fridays) to an additional cost The Kindergarten has the same holidays as The Norwegian School. At the start of each academic year the Head Teacher sends information about the plans for the Kindergarten's main activities to the parents, and this is followed up by weekly newsletters. The parents also receive information during the year about changes in the curriculum and other policy related matters. The teachers follow agreements set out in the Employee Handbook. The kindergarten staff have regular planning and strategy meetings. Usually there are also five Inset Days per year, during which staff training takes place.

RISK ASSESSMENT

The Norwegian Kindergarten in London regularly assesses and reviews risks to its operations and has introduced a formal programme of risk identification, prioritisation and mitigation. The physical representation to the Governors is in the form of a risk register which is updated regularly.

The primary risk identified by the Governors is that the current number of children on roll does not generate sufficient revenue to cover all of NK's operating costs. This presents a risk to the long-term financial sustainability of the charity.

The governors and leaders of the Kindergarten have put in place procedures to try to reduce this risk:

- Ongoing cost monitoring: The Governors are continuously reviewing expenditure and identifying opportunities to reduce costs without compromising the quality of provision.
- Enhanced marketing: Additional resources have been allocated to marketing activity with the aim of raising NK's profile among local families and increasing pupil recruitment.
- Expansion of age range: The Governors are actively considering expanding NK's offering to accept one-year-olds, which would widen the potential pupil base and increase income.

PLANS FOR THE FUTURE

The future priorities are set out as follows:

Teaching Quality

NK is committed to ensuring the highest possible standard of teaching across all areas of the curriculum. To achieve this, NK will focus on recruiting and retaining excellent teachers and teaching assistants, and on raising the level of professional competency across all staff.

Continuous professional development will remain a priority to ensure that NK's educators are equipped with up-to-date knowledge, skills, and best practice in early years' education.

Personal Development and Social Skills

NK aims to provide a safe, inclusive, and supportive learning environment that nurtures the development of every child. NK recognises that children join the setting with a wide range of individual abilities, needs, and backgrounds, including families who may be resident in London for shorter or longer periods, and is committed to catering appropriately for all of them.

To support this aim, NK will:

- Ensure that all staff hold the appropriate qualifications and training to address both the academic and social welfare needs of every child.
- Maintain a learning environment that fosters confidence, resilience, and positive social interaction.
- Continue to develop an inclusive culture in which every child feels valued and supported.

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

ORGANISATION AND OPERATIONS

NK will be managed in a manner that ensures staff, facilities, and resources are deployed optimally and in full compliance with all applicable laws and regulations. The Governors are committed to maintaining high standards across all aspects of operations, including:

- Health and Safety: NK will continue to emphasise the development and implementation of robust Health and Safety policies and procedures. All Health and Safety standards will be observed at all times.
- Branding and Marketing: NK will invest in improving its branding and marketing activity to strengthen its visibility within the local community and support future recruitment.
- Class Structure: The number of classes will be reviewed and adjusted in accordance with numbers to ensure resources are used effectively and that each child receives appropriate levels of attention and support.

GOING CONCERN

We conclude that should our enrolment level continue as expected, we should have enough resources to continue in operational existence. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

ACHIEVEMENTS AND PERFORMANCE

Ofsted Inspection
NK was inspected by Ofsted in September 2025 and retained its Good rating. This outcome reflects the dedication of NK's staff and the Governors' ongoing commitment to delivering high-quality early years' education.

Teaching and Learning
NK uses observations to assess the progress of individual children. The findings from these observations feed directly into future planning and goal setting for each child. NK believes in the power of learning through play and structured social interaction as the foundations of early childhood development, and this is embedded across all areas of the curriculum
.
Environmental Responsibility
NK recognises its responsibility to minimise its environmental impact and actively promotes sustainable practices throughout the setting. Initiatives in place include:
- Encouraging families to walk to school to reduce vehicle use and carbon emissions.
- Embedding recycling routines within classrooms, with both staff and children participating in the responsible disposal and reuse of materials.
- The Governors remain committed to developing NK's environmental practices in the coming year.

PUBLIC BENEFIT

The Governors have given careful consideration to the Charity Commission's general guidance on public benefit and in particular to its supplementary public benefit guidance on advancing education and on fee charging. The provision of public benefit mainly caters for Norwegian/Scandinavian citizens in the local area. As a main rule all children take part in school trips, excursions, visits to theatres at no extra charge. Milk is provided free of charge for lunch.
The Norwegian Kindergarten welcomes pupils from all backgrounds and nationalities.

Additional public benefits include:
- Providing facilities for families for birthday parties and other occasions and celebrations.
- Providing access for children and families to the School grounds- playground and tennis court outside school hours at no charge.
- The Kindergarten participate in fundraising for Comic Relief, Children in Need and Christmas Jumper day (Save the Children Fund) and other charity events.

GOVERNORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

REMUNERATION OF KEY PERSONNEL

The Governors are responsible for setting the pay and remuneration of key management personnel. Remuneration is set once certain factors are considered. These factors include market rates of pay and benchmarks against salaries in Norway.

FINANCIAL REVIEW

Finances have been closely monitored this year which has led to a deficit in funds of £13,488 (2024: £81,394 surplus) which will be deducted from the reserves. The amount of reserves at the end of 2025 was £109,421 (2024: £122,909).

RESERVES POLICY

The Governors understand the need for cash reserves so the Kindergarten can continue to operate for the foreseeable future.

Approved by order of the members of the board of Governors and signed on their behalf by:

.....
E Austvoll
Chair of Trustees
Date:

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 DECEMBER 2025

Independent Examiner's Report to the Governors of The Norwegian Kindergarten in London ('the company')

I report to the charity Governors on my examination of the accounts of the company for the year ended 31 December 2025.

Responsibilities and Basis of Report

As the Governors of the company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent Examiner's Statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

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

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

This report is made solely to the company's Governors, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Governors those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Governors as a body, for my work or for this report.

Signed: Dated:

Darren O'Connor BCs (Hons) FCCA ACA

James Cowper Kreston
Chartered Accountants
Forbury Road
Reading
Berkshire
RG1 1AX

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

		Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:				
Fees receivable		**269,040**	**269,040**	343,452
Investments	3	**4,600**	**4,600**	525
Total income		**273,640**	**273,640**	343,977
Expenditure on:				
Charitable activities:				
Staff costs		**194,636**	**194,636**	202,943
Educational supplies		**10,488**	**10,488**	3,142
Establishment costs		**37,649**	**37,649**	28,261
Other operating costs		**39,390**	**39,390**	23,918
Finance costs		**265**	**265**	237
Governance		**4,700**	**4,700**	4,082
Total expenditure		**287,128**	**287,128**	262,583
Net (expenditure)/income		**(13,488)**	**(13,488)**	81,394
Net movement in funds		**(13,488)**	**(13,488)**	81,394
Reconciliation of funds:				
Total funds brought forward		**122,909**	**122,909**	41,515
Net movement in funds		**(13,488)**	**(13,488)**	81,394
Total funds carried forward		**109,421**	**109,421**	122,909

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 18 form part of these financial statements.

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)
REGISTERED NUMBER: 09031159

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	8		**11,713**		828
			11,713		828
Current assets					
Debtors	9	**1,382**		1,868	
Cash at bank and in hand		**144,037**		154,523	
		145,419		156,391	
Current liabilities					
Creditors: amounts falling due within one year	10	**(47,711)**		(34,310)	
Net current assets			**97,708**		122,081
Total net assets			**109,421**		122,909
Charity funds					
Restricted funds	11		**-**		-
Unrestricted funds	11		**109,421**		122,909
Total funds			**109,421**		122,909

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

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

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

The financial statements were approved and authorised for issue by the Governors and signed on their behalf by:

.....
E Austvoll
Trustee
Date:

The notes on pages 10 to 18 form part of these financial statements.

THE NORWEGIAN KINDERGARTEN IN LONDON

(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	13	**(10,486)**	53,138
Change in cash and cash equivalents in the year		**(10,486)**	**53,138**
Cash and cash equivalents at the beginning of the year		**154,523**	101,385
Cash and cash equivalents at the end of the year	14	**144,037**	154,523

The notes on pages 10 to 18 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. General information

The entity is a charitable company limited by guarantee, incorporated in the United Kingdom and registered in England and Wales. Its registered address can be found on page 1. The members of the company are the Governors named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Norwegian Kindergarten in London meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

There are no material uncertainties that would cast significant doubt upon an entity's ability to continue as a going concern.

2.3 Income

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

Fees relating to the next financial year are carried forward as deferred income.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure has been allocated between direct charitable and management and administration costs according to the nature of the work performed. Direct charitable expenditure comprises all costs directly attributable to the provision of services in pursuance of the charitable objectives and policies.

All expenditure is accounted for under the accruals concept.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Fixtures and fittings	- 20% and 33% reducing balance
Computer equipment	- 33% reducing balance

2.6 Debtors

Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.9 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction. Exchange gains and losses are recognised in the Statement of financial activities incorporating income and expenditure account.

2.10 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2.11 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Governors in furtherance of the general objectives of the company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

2. Accounting policies (continued)

2.12 Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

3. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Investment income - bank	4,600	**4,600**	525
Total 2024	525	525	

4. Governance costs

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Independent examiner's fees	3,735	**3,735**	3,244
Independent examiner's fees - non-examination	965	**965**	838
Total 2025	4,700	**4,700**	4,082

5. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £3,735 (2024 - £3,244).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

6. Staff costs

	2025 £	2024 £
Wages and salaries	**170,024**	175,956
Social security costs	**9,189**	11,774
Contribution to defined contribution pension schemes	**15,423**	15,213
	194,636	202,943

Wages of £nil (2024: £2,057) were outstanding at the balance sheet date.

The average number of persons employed by the company during the year was as follows:

	2025 No.	2024 No.
	6	5

No employee received remuneration amounting to more than £60,000 in either year.

The key management personnel of The Norwegian Kindergarten in London comprise governors, the head teacher and the deputy head teacher. The total employee benefits of the key management personnel was £105,631 (2024: £108,679).

7. Governors' remuneration and expenses

The members of the Board of Governors are regarded as directors for the purposes of the Companies Act 2006.

During the year, no Governors received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 December 2025, no Governor expenses have been incurred (2024 - £NIL).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

8. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At 1 January 2025	**2,029**	**3,178**	**5,207**
Additions	**13,074**	**-**	**13,074**
At 31 December 2025	**15,103**	**3,178**	**18,281**
Depreciation			
At 1 January 2025	**1,598**	**2,781**	**4,379**
Charge for the year	**2,056**	**133**	**2,189**
At 31 December 2025	**3,654**	**2,914**	**6,568**
Net book value			
At 31 December 2025	**11,449**	**264**	**11,713**
At 31 December 2024	431	397	828

9. Debtors

	2025 £	2024 £
Due within one year		
Other debtors	**-**	679
Prepayments and accrued income	**1,382**	1,189
	1,382	1,868

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

10. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	**15,197**	414
Other taxation and social security	**4,264**	3,528
Other creditors	**7,817**	3,844
Accruals and deferred income	**20,433**	26,524
	47,711	34,310

	2025 £	2024 £
Deferred income at 1 January 2025	**21,866**	50,865
Resources deferred during the year	**15,009**	21,866
Amounts released from previous periods	**(21,866)**	(50,865)
Deferred income at 31 December 2025	**15,009**	21,866

11. Statement of funds

Statement of funds - current year

	Balance at 1 January 2025 £	Income £	Expenditure £	Balance at 31 December 2025 £
Unrestricted funds				
General Funds - all funds	**122,909**	**273,640**	**(287,128)**	**109,421**

Statement of funds - prior year

	Balance at 1 January 2024 £	Income £	Expenditure £	Balance at 31 December 2024 £
Unrestricted funds				
General Funds - all funds	41,515	343,977	(262,583)	122,909

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

12. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	11,713	**11,713**
Current assets	145,419	**145,419**
Creditors due within one year	(47,711)	**(47,711)**
Total	109,421	**109,421**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	828	828
Current assets	156,391	156,391
Creditors due within one year	(34,310)	(34,310)
Total	122,909	122,909

13. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	**(13,488)**	81,394
Adjustments for:		
Depreciation charges	**2,189**	289
Decrease/(increase) in debtors	**486**	(807)
Increase/(decrease) in creditors	**13,401**	(27,458)
Purchase of fixed assets	**(13,074)**	(280)
Net cash provided by/(used in) operating activities	**(10,486)**	53,138

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

14. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	**144,037**	154,523
Total cash and cash equivalents	**144,037**	154,523

15. Analysis of changes in net debt

	At 1 January 2025 £	Cash flows £	At 31 December 2025 £
Cash at bank and in hand	**154,523**	**(10,486)**	**144,037**
	154,523	**(10,486)**	**144,037**

16. Pension commitments

The charity operates a defined contributions pension scheme for its employees. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £15,423 (2024: £15,213). Contributions totalling £3,317 (2024: £1,787) were payable at the balance sheet date.

17. Operating lease commitments

At 31 December 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	**20,085**	20,085
Later than 1 year and not later than 5 years	**80,340**	80,340
Later than 5 years	**272,821**	292,906
	373,246	393,331

18. Related party transactions

A number of Governors have children who attend the Norwegian Kindergarten in London and nursery fees are charged in accordance with the nursery charging policy.

During the year, a Governor developed attendance-tracking software for the Kindergarten to use, which was provided as a gift. The system was used for seven months as an interim solution before a product was purchased from a third-party provider. The gift has not been accounted for on the basis that it is deemed immaterial.

There were no other related party transactions in the year.

19. Controlling party

In the opinion of the Governors, there is no controlling party.