

Charity Registration No. 312733

Company Registration No. 708188 (England and Wales)



WILLINGTON SCHOOL FOUNDATION LTD
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2025

WILLINGTON SCHOOL FOUNDATION LTD

CONTENTS

	Page
Directors' report	1 - 6
Statement of Directors' responsibilities	7
Independent auditor's report	8 - 10
Statement of financial activities	11
Balance sheet	12
Statement of cash flows	13
Notes to the financial statements	14 - 24

WILLINGTON SCHOOL FOUNDATION LTD

LEGAL AND ADMINISTRATIVE INFORMATION

Directors	Mr C Bates Mrs K Hopper-Reeve Ms S Le Jeune Mr E Mills Mrs K Morgan Ms F Pengelly (Vice Chair, Chair from 5 November 2025) Mr R Tomlin Mr I White
Secretary	Mrs C Woodley
Charity number	312733
Company number	708188
Registered office	Worcester Road Wimbledon London SW19 7QQ
Auditor	Xeinadin Audit Limited 5 Robin Hood Lane Sutton Surrey SM1 2SW
Bankers	Barclays Bank Plc Onslow Hall Little Green Richmond Surrey TW9 1QS
Solicitors	Veale Wasbrough Vizards LLP

The following key senior members of staff are responsible for the day-to-day management of the charity and are therefore considered Key Management Personnel, in addition to the Directors:

Mr K Brown	Headmaster of Willington School
Mrs C Woodley	Bursar

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2025

The Directors present their report and financial statements for the year ended 31 August 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum & Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The charitable objective for which the charity was established is:

To acquire and carry on Willington School and to promote the advancement of education by acquiring, erecting, equipping, maintaining, conducting and managing preparatory schools and to make provision for the establishment and awarding of scholarships and bursaries.

The objectives of the school are the advancement of education (including social and physical training) for children. We aim to provide a first class education to pupils. We seek to provide a structured educational environment that develops our pupils' capabilities, competences and skills. We promote the moral, academic and physical development of our pupils through our academic curriculum, pastoral care, sporting and other activities. A particular stress is on the creative aspects of the curriculum. We provide an educational environment where each student can develop and fulfil their potential, building their self-confidence and inculcating a desire to contribute to the wider community. In so doing, we prepare our pupils for the opportunities, responsibilities and experience of later life. This follows the school motto of education for life.

In practice, the directors currently provide day school co-education for children from 3-11 through the operation of Willington Independent Preparatory School.

The school is committed to achieving the highest all round educational standards for its pupils and to enabling the children to move on to a range of leading senior independent schools for the completion of their education.

The school's policy is to add to the academic profile of each pupil by offering a wide extra curricular programme which aims to develop sporting and artistic interests. The strategy is also to help build self-confidence and a desire to contribute to the community. The school is committed to celebrating cultural differences amongst its pupils.

Indicators, Milestones And Benchmarks

The directors monitor a range of measures to try to determine the charity's success in achieving its charitable objective. This range of measures includes:

- Pupil numbers;
- The number of pupils gaining entry to their chosen senior school at age eleven by Entry Test;
- Academic performance;
- Achievement in sport, art, music and drama;
- Feedback from inspection visits by ISI;
- Ability to attract and retain high quality teaching staff;
- The ratio of pupils to teachers;
- The numbers of scholarships and bursaries available to pupils; and
- The level of capital expenditure on improving school facilities.

In setting our objectives and planning our activities our directors have given careful consideration to the Charity Commission's general guidance on public benefit.

The school supports a number of locally and nationally based charities via The School Council and is also involved with local schools and the local community. It does need to be recognised that the School site is fairly restricted with just two outside play areas and our playing fields are rented.

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Access policy

It is important to us that access to the education we offer is not solely restricted to those who can afford our fees. We believe our pupils benefit from learning within a diverse community and the school operates an inclusive policy which draws in pupils from a very large number of countries throughout the world. A great deal of learning occurs through social interaction, conversation and shared experiences which helps our pupils develop an understanding of the perspectives of other people that will be vital in their adult lives. Our bursary policy contributes to a widening of access to the education we offer and the facilities we enjoy. Our bursary policy contributes to a widening of access to the education we offer and the facilities we enjoy.

Bursary policy

The directors view our bursary awards as important in helping to ensure that deserving children from families who would otherwise not be able to afford the fees can access the education that we offer. Our bursary awards are available to all who meet our general entry requirements and are made on the basis of family income, assets and circumstances or to relieve hardship (for example in the case of redundancy) where a pupil's education and future prospects would otherwise be at risk. The Governors have directed that 3-5% of fees income should be allocated to means-tested bursary support.

However, our school does not have a large endowment and, in funding our awards, we have to be mindful that we must seek to ensure a balance between full fee-paying parents, many of whom make considerable personal sacrifice to fund their child's education, and those benefitting from the awards. Parents applying for bursary support are required to complete a confidential statement with details of their family income, assets and circumstances, supported by appropriate documents.

Financial planning policy

Parents who wish to fund educational costs through regular contributions are encouraged to approach commercial fees planning organisations. Late payment plans arranged with the Bursar are restricted to single agreements of no more than four late payments which must be cleared in full before any application for a late payment plan for the following term can be considered.

Family discounts policy

To underline the value we place on continuity for families, we offer 10% discounts where parents have more than one child at the School.

Grant making policy

The Charity provided 7 bursaries, 4 staff discounts and 44 sibling discounts to a total of 53 pupils (2024: 8 bursaries, 4 staff discounts and 40 sibling discounts to a total of 50 pupils) amounting to £178,242 (2024: £167,799) and representing 4.8% of Gross Fee income.

Achievements and performance

Willington continues to go from strength to strength in our academic performance. Our oldest pupils achieved remarkable success during their 11+ exam season. Year 6 excelled during this period and, although they were a relatively small cohort with only 21 pupils, between them they generated 63 offers—an average of 3 offers per pupil. These offers came from 20 different senior schools, indicating the vast choice available to them. This cohort's achievements are even more impressive when you consider the 19 scholarships that were awarded. A particularly pleasing aspect of these awards was that they spanned all areas, ranging from academics to sports and music. Notably, 2 of our pupils received 7 music scholarships between them. Willington continues to send children to the top London and Surrey day schools, including King's College, Kingston Grammar, Reed's, Ibstock Place, St John's Leatherhead, and Epsom College. Additionally, we are proud to announce a successful Grammar school placement at Tiffin School, which demonstrates a growing trend in Grammar School success.

Beyond academics, the children have continued to thrive. We have further developed our outdoor programme and sporting opportunities. The older children have made excellent use of the Oates programme to prepare them mentally for their exams, and our residential programme is playing a major role in shaping their character. The school also ran a successful skiing trip to Italy at Easter, complementing our residential programme.

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Following a successful ISI inspection the previous year, this year focused on solidifying our foundations and building upon our previous accomplishments. Our commitment to charitable efforts remained strong, supporting both the Wimbledon Guild through our annual Harvest Festival and the Dons Local Action Group (DLAG). Both of these local charities have benefited from our fundraising efforts. In addition, we now have a link with a local care home where our children visit to speak with residents and play games with them. Through the dedicated efforts of our pupils, staff, and Parents of Willington (POW), we have made significant contributions to these worthy causes.

The year featured numerous fantastic whole-school events, school trips, and an increase in our outdoor education provision. A whole-school engineering day was warmly welcomed by the pupils, and the biennial ski trip took place during the Easter break in Passo Tonale, Italy. Musical highlights included the termly music recitals, Spring concerts, carol service, and the Year 6 production of 'I'm a Year 6, Get Me Out of Here'.

The achievements we've celebrated this year reflect Willington's comprehensive educational philosophy, where we remain committed to nurturing development, discovery, and success across our pupil body in pursuit of an exceptional childhood. Over the course of the academic year, our enrolment efforts proved fruitful against a backdrop of a challenging time for the sector as a whole.

Our finances

As a charity, the parents of our pupils have the assurance that all the income of the school must be applied for educational purposes. As an educational charity we enjoy income tax exemption on our educational activities and on our investment income and gains, provided these are applied for our charitable aims. The financial benefits we receive from these tax exemptions are all applied for educational purposes and indirectly help us to maintain our bursary policies programme.

However, during the current year, due to changes in legislation, we registered for VAT. We also pay tax as an employer through the national insurance contributions we make. In addition to the very substantial benefits our school brings to our pupils, the local community and society through the education we offer, our bursary programme creates a social asset without cost to the Exchequer.

Financial review

Willington is seeing pupil numbers stabilizing around 220 (2024: 226). The Governors and School Leadership Team continue to have a prudent approach so the school can continue delivering an aspiring curriculum and realise its long term capital expenditure plans. Continued control of expenditure has produced a surplus of £290,855 (2024: £427,771).

Reserves policy

The directors' policy is to generate reserves to provide sufficient funds to continue to enhance the educational facilities and services of the School. The directors review the reserves policy annually to ensure that this aim can be achieved. Due to the need to pay for continuing substantial investments during the year in developing School facilities, the charity had no free reserves at 31 August 2025.

Fundraising policy

In line with the reporting requirements included in the Charities Act 2016, the Governors are pleased to confirm that all fundraising is carried out in compliance with best fundraising practice. All fundraising activities follow traditional methods. During the year no professional fundraisers were employed, and no complaints or criticisms were raised concerning our fundraising activities.

Investment policy

The Company's Memorandum of Association permits the investment of monies of the charitable company not immediately required for its purposes in such investments, securities or property as may be thought fit by the directors, subject to any restrictions which may for the time being be imposed or required by law. The Company has made no social investments during the year.

For the year ended 31 August 2025, the charity had investment income of £53,520 (2024: £13,745) and paid £129,139 (2024: £528,421) off the loans outstanding at the start of the year and paid interest on its borrowings which amounted to £110,471 (2024: £78,135).

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Risk management

The directors continue to keep the School's activities under review, particularly with regard to any major risks that may arise from time to time, and to monitor the effectiveness of the system of internal controls and other viable means including insurance cover where appropriate, by which those risks already identified by the directors can best be mitigated.

The directors consider the most relevant risks, and the means by which they may be mitigated, to be as follows:

- Shortage of Governors or expertise within the Governing body – The directors have successfully increased the number of and range of Governors but continue actively to search for new members.
- Compliance with regulations – The directors look to implement new methods of practice while preparing carefully for any future inspections and continue to seek to keep fully up to date with further changes in regulations.
- Changes to regulations linked to Early Years provision – The directors encourage continuing liaison with our local authority over uncertainties about changes to regulations linked to Early Years provision, particularly as the School extends its nursery provision.
- Changes in the Competitive Environment – The directors seek to remain competitive in line with budget provisions, providing value for money and maintaining good relations with parents while planning for and responding to changes in the economic climate, inflation rates, changes in charitable status for independent schools and changes in Government.

Our Ethos

At Willington, the culture and ethos is lived throughout the school community on a daily basis through our values of kindness, honesty, respect and humility. Our School is committed to safeguarding and promoting the welfare of our pupils and we expect all staff and volunteers to share this commitment. Parents are given regular information about their children's social and academic progress through bi-annual parents' evenings, in addition to the end of half term progress reports and end of year reports. We maintain regular contact with parents throughout the year through informal communication and through our weekly newsletter. Older pupils have a Form Tutor and House Tutor responsible for pastoral care and academic development. There is an active School Council which puts forward suggestions from the school's pupils for implementation.

Our School welcomes pupils from all backgrounds. To admit a prospective pupil we need to be satisfied that our school will be able to educate and develop that pupil to the best of their potential and in line with the general standards achieved by their peers. An individual's economic status, ethnicity, race, religion or disability do not form part of our assessment processes. We are an equal opportunity organisation and are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability. We will make reasonable adjustments to meet the needs of staff or pupils who are or become disabled.

Future Strategy

The School continues to focus on the transition to a co-educational model which has begun at key stage one and will now transition through the school. This, alongside the modern pedagogy and supportive environment, will provide the background for the continued success of the school.

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

Structure, governance and management

Status and history

Willington School Foundation Limited is a registered charity and a company limited by guarantee, not having a share capital. Every member undertakes to contribute an amount not exceeding £10 to the assets of the company in the event of the company being wound up during the period of membership, or within one year thereafter.

The principal activity of Willington School Foundation Limited is to run Willington School, a preparatory school for pupils aged 3-11.

Willington School was originally established in 1885, and, after a continuous history of 105 years in Putney, the school moved to its current Wimbledon location in 1990 so as to gain from the benefits of better premises.

The present organisation was incorporated on 15 November 1961 and became a registered charity on 24 April 1963.

Willington School Foundation Limited is governed by the rules and regulations set down in its Articles of Association dated 17 July 2013.

Directors

The Directors who served during the year and up to the date of signing the accounts were:

Mr C Bates

Mrs K Hopper-Reeve

Ms S Le Jeune

Mr E Mills

Mrs K Morgan

Ms F Pengelly (Vice Chair, Chair from 5 November 2025)

Mrs D Streatfield (Chair)

(Resigned 5 November 2025)

Mr R Tomlin

Mr I White

Organisational structure

The board may from time to time and at any time appoint any person as a member of the board, either to fill a casual vacancy or by way of addition to the board, provided that the prescribed maximum be not thereby exceeded. Any person so appointed shall be required to be re-elected at the Annual General Meeting in accordance with the procedure.

At each annual general meeting one-third of the directors, rounded to the nearest whole number, must retire from office. The directors required to retire shall be those who have been longest in office since their last appointment. Retiring directors may be re-elected by ordinary resolution during the meeting.

The directors have responsibility for setting and monitoring the overall strategic direction of the charitable company, approving decisions reserved to directors (principally approval of expenditure beyond agreed limits), and appointing key members of staff (Headmaster and Bursar).

At least 3 directors' meetings are held in each academic year and there are also 6 sub-committees comprising: Finance & General Purposes; Academic; Pastoral; Compliance and Health & Safety; IT Strategy; and Equality, Diversity and Inclusion Committee which report to the termly meetings of the Governing Body.

WILLINGTON SCHOOL FOUNDATION LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

The day-to-day management of Willington School Foundation Limited lies with the Headmaster who has overall responsibility for the school, and the Bursar who takes particular responsibility for the non-academic aspects. A Senior Leadership Team, which comprises the Headmaster, the Bursar and two senior members of the teaching staff and the Registrar and Director of Communications, oversees the teaching and pastoral care of the children in the school.

The key management personnel of the charity as listed in the Legal and Administrative Information page are in charge of directing, controlling, running and operating the charity on a day to day basis. All directors give of their time freely and no director received any remuneration in the year. Details of directors' expenses and related party transactions are disclosed in Note 17 to the financial statements. The pay of the Headmaster and other senior staff is reviewed annually and normally increased in accordance with average earnings and assessed performance.

In addition to advice and training in the role of a Governor, new trustees are provided with a copy of the School's Governors' Information Booklet and a copy of the School's Code of conduct for Governors, Roles and Responsibilities. Governors are encouraged to attend training courses arranged by AGBIS and other professional providers. The Clerk to the Governors circulates lists of courses on a regular basis.

No director is allowed to receive any remuneration for services provided as a director. The board has additionally agreed a policy whereby no director may provide services in a professional capacity to the school. Those directors who are also parents of children at the school have a financial relationship with the school on the same basis as any other parent.

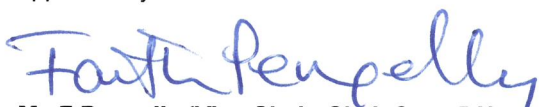
Funds held as custodian trustee

Although the charity would maintain restricted funds to deal with incoming resources that are earmarked for a particular purpose by donors, sponsors, and other funders, Willington School Foundation Limited does not currently hold, and the directors do not anticipate that it will in the future hold, any funds as custodian for any third party.

Disclosure of information to auditor

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The Directors' report was prepared in accordance with the special provisions relating to small companies and approved by the Board of Directors.



Ms F Pengelly (Vice Chair, Chair from 5 November 2025)

Director

Dated: 2 December 2025

WILLINGTON SCHOOL FOUNDATION LTD

STATEMENT OF DIRECTORS' RESPONSIBILITIES

FOR THE YEAR ENDED 31 AUGUST 2025

The directors, who also act as trustees for the charitable activities of Willington School Foundation Ltd, are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

The directors are responsible for keeping adequate accounting records that 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.

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

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

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

The Directors are responsible for keeping adequate accounting records that 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.

WILLINGTON SCHOOL FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF WILLINGTON SCHOOL FOUNDATION LTD

Opinion

We have audited the financial statements of Willington School Foundation Ltd (the 'charity') for the year ended 31 August 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor'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 Directors' 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 Directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

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

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

WILLINGTON SCHOOL FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF WILLINGTON SCHOOL FOUNDATION LTD

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 directors' report included within the Directors' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Responsibilities of Directors

As explained more fully in the statement of Directors' responsibilities, the Directors 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 Directors 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 Directors 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 Directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the charity, we identified that the principal risks of non-compliance with laws and regulations related to employment and financial reporting legislation and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011. We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by making enquiries of management, considering the internal controls in place and discussion amongst the engagement team.

We determined that the principal risks were related to management bias in accounting estimates, presentation of separately disclosed items and management override of controls. In response to the risks identified we designed procedures which included, but were not limited to challenging significant accounting estimates, agreeing financial statement disclosures to underlying supporting documentation, evaluating the internal controls, reviewing directors' minutes and identifying and testing journal entries.

There are inherent limitations in the 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. 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: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

WILLINGTON SCHOOL FOUNDATION LTD

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF WILLINGTON SCHOOL FOUNDATION LTD

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company'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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Miriam Hickson FCA CTA (Senior Statutory Auditor)

For and on behalf of Xeinadin Audit Limited, Statutory Auditor
Chartered Accountants

5 Robin Hood Lane

Sutton

Surrey

SM1 2SW

Date: *3 December 2025*

WILLINGTON SCHOOL FOUNDATION LTD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 AUGUST 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income from:							
Donations and legacies		15,269	10,547	25,816	-	6,290	6,290
Charitable activities	3	3,792,576	-	3,792,576	3,853,211	-	3,853,211
Investments		53,520	-	53,520	13,745	-	13,745
Total income		3,861,365	10,547	3,871,912	3,866,956	6,290	3,873,246
Expenditure on:							
Charitable activities	5	3,579,244	1,813	3,581,057	3,443,405	2,070	3,445,475
Total expenditure		3,579,244	1,813	3,581,057	3,443,405	2,070	3,445,475
Net income		282,121	8,734	290,855	423,551	4,220	427,771
Transfers between funds		8,734	(8,734)	-	4,220	(4,220)	-
Net movement in funds	2	290,855	-	290,855	427,771	-	427,771
Reconciliation of funds:							
Fund balances at 1 September 2024		3,551,522	-	3,551,522	3,123,751	-	3,123,751
Fund balances at 31 August 2025		3,842,377	-	3,842,377	3,551,522	-	3,551,522

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

WILLINGTON SCHOOL FOUNDATION LTD

BALANCE SHEET

AS AT 31 AUGUST 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	7		4,867,146		4,800,125
Current assets					
Debtors	8	271,995		84,308	
Investments	9	597,479		818,950	
Cash at bank and in hand		1,617,202		1,048,687	
		<u>2,486,676</u>		<u>1,951,945</u>	
Creditors: amounts falling due within one year	10	<u>(1,611,183)</u>		<u>(1,248,311)</u>	
Net current assets			<u>875,493</u>		<u>703,634</u>
Total assets less current liabilities			<u>5,742,639</u>		<u>5,503,759</u>
Creditors: amounts falling due after more than one year	11		<u>(1,900,262)</u>		<u>(1,952,237)</u>
Net assets			<u><u>3,842,377</u></u>		<u><u>3,551,522</u></u>
Funds					
Unrestricted funds			<u>3,842,377</u>		<u>3,551,522</u>
			<u><u>3,842,377</u></u>		<u><u>3,551,522</u></u>

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

The financial statements were approved by the Directors on 2 December 2025.



Ms F Pengelly (Vice Chair, Chair from 5 November 2025)
Director

Company registration number 708188

WILLINGTON SCHOOL FOUNDATION LTD

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash generated from operations	22		580,246		781,842
Investing activities					
Purchase of tangible fixed assets		(213,536)		(147,104)	
Reclaim VAT on assets purchased in previous years		55,953		-	
Decrease/(Increase) in cash on deposit		221,471		(818,950)	
Investment income received		53,520		13,745	
Net cash generated from/(used in) investing activities			117,408		(952,309)
Financing activities					
Proceeds from new bank loans		-		1,000,000	
Repayment of bank loans		(129,139)		(528,421)	
Net cash (used in)/generated from financing activities			(129,139)		471,579
Net increase in cash and cash equivalents			568,515		301,112
Cash and cash equivalents at beginning of year			1,048,687		747,575
Cash and cash equivalents at end of year			1,617,202		1,048,687

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

Charity information

Willington School Foundation Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is Worcester Road, Wimbledon, London, SW19 7QQ.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum & Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention except for derivatives which are shown at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Directors have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Directors in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Fees receivable for tuition and other sources of school operating income consist of amounts billed for the academic year ending 31 August. Amounts billed for the first term of the following academic year are not included, and any receipts prior to the year end relating to these invoices are deferred and disclosed within creditors. Other operating income includes amounts charged for before and after school care, clubs and all other incidental sources of income. Fees and other income are amounts derived from the provision of services. Following VAT registration during the year, Fees and other income are stated net of VAT.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is accrued as soon as a liability is considered probable, discounted to present value for longer term liabilities. Charitable expenditure includes all support costs in respect of the company's activities. Expenditure is allocated on an activity basis.

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are measured at cost, net of depreciation and any impairment losses.

All tangible assets purchased that have an expected useful economic life that exceeds one year and a purchase price that exceeds £500 are capitalised and classified as fixed assets. Fixed assets are stated at historical cost less depreciation. Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Buildings	Over 50 years
Fixtures, fittings & equipment	Over 10 years
Computers	Over 4 years

Freehold buildings that are in the process of construction or refurbishment are not depreciated until the construction or refurbishment has been completed.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has financial assets and liabilities of the kind that qualify as basic financial instruments. Basic financial instruments are recognised at transaction value and subsequently measured at their settlement value.

1.10 Derivatives

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in income/(expenditure) for the year.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to fair value at each reporting date. The resulting gain or loss is recognised in net income/(expenditure) immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognised as a financial asset, whereas a derivative with a negative fair value is recognised as a financial liability.

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

1 Accounting policies (Continued)

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.13 Advance Payment Scheme

The School on occasion offers parents to pay tuition fees in advance in accordance with terms in place at the start of the school year. The amount received does not accrue interest.

1.14 Investments

Current asset investments represent cash on deposit held for investment purposes rather than to meet short-term cash commitments as they fall due.

2 Net income 2025 2024 £ £

Net income is stated after charging/(crediting)

Fees payable to the company's auditor for the audit of the company's financial statements	8,000	9,120
Fees payable to the company's auditor for other services	3,978	5,082
Depreciation of owned tangible fixed assets	171,041	175,919
	<u> </u>	<u> </u>

3 School operating income 2025 2024 £ £

Fees receivable for tuition	3,752,392	3,796,597
Other sources of school operating income	40,184	56,614
	<u> </u>	<u> </u>
	<u>3,792,576</u>	<u>3,853,211</u>

4 Taxation

The charity is exempt from tax on income and gains to the extent that these are applied to its charitable objects.

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

5 School operating and governance costs

	Unrestricted	Restricted	Total 2025	Total 2024
	£	£	£	£
Direct costs				
Scholarships, bursaries & discounts	186,096	-	186,096	167,799
Teaching: Staff costs	1,622,771	-	1,622,771	1,619,618
Teaching: Academic costs	437,638	1,813	439,451	430,308
Premises: Staff costs	72,217	-	72,217	61,978
Premises: Other costs	206,314	-	206,314	168,579
	<u>2,525,036</u>	<u>1,813</u>	<u>2,526,849</u>	<u>2,448,282</u>
Support costs				
Teaching Support costs	247,842	-	247,842	225,827
Admin Staff costs	262,854	-	262,854	256,053
Admin Expenses	265,265	-	265,265	239,268
Financial Expenses	110,471	-	110,471	78,135
Change in fair value of interest rate swap	(4,537)	-	(4,537)	10,465
Depreciation	172,313	-	172,313	187,445
	<u>1,054,208</u>	<u>-</u>	<u>1,054,208</u>	<u>997,193</u>
	<u><u>3,579,244</u></u>	<u><u>1,813</u></u>	<u><u>3,581,057</u></u>	<u><u>3,445,475</u></u>

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

6 Employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
Teaching	39	38
Premises and administration	8	9
Total	47	47

Employment costs

	2025	2024
	£	£
Wages and salaries	1,805,729	1,779,748
Social security costs	196,744	186,276
Other pension costs	203,211	197,452
	2,205,684	2,163,476

Termination payments of £16,303 (2024: £20,000) are included in the costs above. These are recognised when legal agreement is reached.

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025	2024
	Number	Number
£60,000 - £70,000	2	2
£70,001 - £80,000	1	1
£100,000 - £110,000	-	1
£110,000 - £120,000	1	-

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

7 Tangible fixed assets

	Buildings	Fixtures, fittings & equipment	Computers	Total
	£	£	£	£
Cost				
At 1 September 2024	6,391,608	421,468	227,180	7,040,256
Additions	154,673	99,591	41,023	295,287
Disposals	-	(6,709)	(49,253)	(55,962)
Other changes	(32,656)	(13,671)	(9,621)	(55,948)
At 31 August 2025	6,513,625	500,679	209,329	7,223,633
Depreciation and impairment				
At 1 September 2024	1,805,085	263,230	171,816	2,240,131
Depreciation charged in the year	118,087	24,362	28,592	171,041
Eliminated in respect of disposals	(90)	(5,346)	(49,249)	(54,685)
At 31 August 2025	1,923,082	282,246	151,159	2,356,487
Carrying amount				
At 31 August 2025	4,590,543	218,433	58,170	4,867,146
At 31 August 2024	4,586,523	158,238	55,364	4,800,125

8 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	125,444	6,767
Other debtors	600	1,390
Prepayments and accrued income	145,951	76,151
	271,995	84,308

In 2025, the Trade debtors balance includes VAT outstanding on Autumn term 2025 fees of £118,000 (2024 : £Nil).

9 Current asset investments

	2025	2024
	£	£
Cash on deposit	597,479	818,950

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

10 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Loans and overdrafts	12	133,834	202,785
Other taxation and social security		271,810	42,193
Deferred income - Fees in advance	14	546,703	573,581
Trade creditors		155,261	41,963
Accruals		114,990	101,287
Pupils security deposits		51,500	32,250
Other creditors		10,282	302
Deferred income - Advance payment scheme	14	326,803	253,950
		<u>1,611,183</u>	<u>1,248,311</u>

11 Creditors: amounts falling due after more than one year

	Notes	2025 £	2024 £
Loans and overdrafts	12	1,462,050	1,522,238
Derivative financial instruments - Interest rate swap		20,712	25,249
Pupils security deposits		417,500	404,750
		<u>1,900,262</u>	<u>1,952,237</u>

12 Loans and overdrafts

	2025 £	2024 £
Bank loans	<u>1,595,884</u>	<u>1,725,023</u>
Payable within one year	133,834	202,785
Payable after one year	<u>1,462,050</u>	<u>1,522,238</u>

Amounts included above which fall due after five years:

Payable by instalments	<u>931,969</u>	<u>1,069,084</u>
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The original bank loan of £2,000,000 is repayable by equal termly instalments and is secured by fixed charges over the charity's freehold land and buildings (carrying value of £4,590,543). The bank loan is due for repayment in full by 2032. Interest is payable on the bank loan at a rate of base plus 0.8% per annum, and is charged quarterly.

This loan has an associated interest rate swap which charges interest until 2030 on an amortised balance which started at £1,650,000 in 2008, at a rate of 5.45% less the weighted average base rate. The amortised balance had reduced to £380,664 by this year end. This is dealt with in Notes 13 and 11.

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

12 Loans and overdrafts

(Continued)

A second loan of £1,000,000 was drawn down in July 2024 which is repayable by August 2033. The loan is secured by fixed charges over the charity's freehold land and buildings (carrying value of £4,590,543). Interest is payable at a rate of base plus 2.5% per annum, and is charged quarterly.

In October 2020, the school borrowed £50,000 for a term of 6 years at an interest rate of 2.50% per annum, fixed for the duration of the loan. No repayment of capital was required during the first 12 months of the loan.

The school also has an overdraft facility of £150,000 secured by a fixed charge over all land, equipment and trade debts and a floating charge over all other assets.

13 Financial instruments	2025	2024
	£	£
Carrying amount of financial liabilities		
Measured at fair value through profit or loss		
- Other financial liabilities	20,712	25,249
	<u>20,712</u>	<u>25,249</u>

14 Deferred income

	2025	2024
	£	£
Fees in advance	546,703	573,581
Advance Payment Scheme	326,803	253,950
	<u>873,506</u>	<u>827,531</u>

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	873,506	827,531
	<u>873,506</u>	<u>827,531</u>
Movements in the year:		
Deferred income at 1 September 2024	827,531	570,544
Released from previous periods	(827,531)	(570,544)
Resources deferred in the year	873,506	827,531
	<u>873,506</u>	<u>827,531</u>
Deferred income at 31 August 2025	873,506	827,531
	<u>873,506</u>	<u>827,531</u>

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

15 Restricted funds

	At 1 September 2024 £	Income £	Expenditure £	Transfers £	At 31 August 2025 £
Parents of Willington	-	10,547	(1,813)	(8,734)	-
Previous year:	At 1 September 2023 £	Income £	Expenditure £	Transfers £	At 31 August 2024 £
Parents of Willington	-	6,290	(2,070)	(4,220)	-

The Parents of Willington Fund is money given by this association to fund specific items. The transfer represents monies expended on capital items intended for the general use of the School.

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 September 2024 £	Income £	Expenditure £	Transfers £	At 31 August 2025 £
General funds	3,551,522	3,861,365	(3,579,244)	8,734	3,842,377
Previous year:	At 1 September 2023 £	Income £	Expenditure £	Transfers £	At 31 August 2024 £
General funds	3,123,751	3,866,956	(3,443,405)	4,220	3,551,522

17 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2025 £	2024 £
Aggregate compensation	229,385	219,976

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2025

17 Related party transactions

(Continued)

Transactions with related parties

None of the directors received any remuneration for services as a trustee of the charity or as a director of the company. None of the directors were reimbursed expenses relating to Governors' meetings (2024: none). Expenditure of £630 (2024: £85) was paid to third parties for directors' training courses.

The charity has taken out an insurance policy that includes professional indemnity insurance cover for the directors and staff of the charity. The cost of this insurance policy to the charity for the year is now included in our Commercial Combined Insurance payment.

One director had children who attended Willington School during the year (2024: one). They were charged standard rates, and were not involved in the setting of school fees.

18 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	71,376	70,736
Between two and five years	185,277	207,186
In over five years	-	35,118
	<u>256,653</u>	<u>313,040</u>

Lease expenses recognised during the year were £73,751 (2024: £70,736).

19 Analysis of changes in net funds/(debt)

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Cash at bank and in hand	1,048,687	568,515	1,617,202
Loans falling due within one year	(202,785)	68,951	(133,834)
Loans falling due after more than one year	(1,522,238)	60,188	(1,462,050)
Derivatives relating to debt	(25,249)	4,537	(20,712)
	<u>(701,585)</u>	<u>702,191</u>	<u>606</u>

WILLINGTON SCHOOL FOUNDATION LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2025

20 Pensions

The School participated in defined contribution pension schemes for teaching staff. The assets of these schemes are held separately from those of the School in independently administered funds. The pension charge for the year includes contributions payable to these schemes of £193,057 (2024: £187,847).

The School participated in defined contribution pension schemes for non teaching staff. The assets of these schemes are held separately from those of the School in independently administered funds. The pension charge for the year includes contributions payable to these schemes of £10,154 (2024: £9,604).

21 Change in VAT status

The school registered for VAT on 19 November 2024 with effect from 1 January 2025. As a result, revenue and expenses are presented net of VAT from that date, whereas in the prior period they were presented gross. This change has been accounted for prospectively.

22 Cash generated from operations	2025	2024
	£	£
Surplus for the year	290,855	427,771
Adjustments for:		
Investment income recognised in statement of financial activities	(53,520)	(13,745)
Loss on disposal of tangible fixed assets	1,272	11,526
Depreciation and impairment of tangible fixed assets	171,041	175,919
Change in fair value of interest rate swap	(4,537)	10,465
Movements in working capital:		
(Increase) in debtors	(187,687)	(2,527)
Increase/(decrease) in creditors	316,847	(84,554)
Increase in deferred income	45,975	256,987
Cash generated from operations	580,246	781,842