



LICENSED  
TRADE  
CHARITY

# Trustees' Report

and Financial Statements for the  
year ended 31 December 2021





# Working together



LICENSED  
TRADE  
CHARITY



PATRON  
HM THE QUEEN

LVS

Ascot

A Co-educational Day & Boarding School  
for young people aged 4 - 18



PATRON  
HM THE QUEEN

LVS

Hassocks

A unique, positive education for  
young people on the autism spectrum



PATRON  
HM THE QUEEN

LVS

Oxford

A unique, positive education for  
young people on the autism spectrum

## Reference and administrative details of the Charity, its Trustees and advisors for the year ended 31 December 2021

### Trustees

Anita Adams (Chair – Ascot Governing Body)

Tracy Bird

Roy Boulter (Immediate Past Chairman)

Toby Brett (Chair – Membership)

Gerry Cleary

Mike Clist (Vice Chair of Governors – Hassocks Governing Body)

Pat Duddy (Vice Chair – Charity Services)

Ludovick Haik (Vice Chair – Oxford Governing Body)

Mike Hill (Chairman appointed 7th October 2021 and Chair of Governors – Hassocks Governing Body)

Ian Inder

Annette King (Chair – Charity Services)

Ajith Jayawickrema (appointed 7th October 2021)

Anthony Mears (resigned 7th October 2021)

Jeremy Phillips QC

Peter Raynsford (Chair – Pension Committee)

Pauline Ross (Chair – Oxford Governing Body and Vice Chair – Ascot Governing Body)

Trevor Sparks

Paul Wigham (Chair – Investment Committee)

George Wishart (appointed 7th October 2021)

### Chief Executive Officer

James Brewster

### Charity Registered Number

230011

### Registered Office

Heatherley, London Road, Ascot, Berkshire  
SL5 8DR

### Auditors

James Cowper Kreston, Reading Bridge House,  
George Street, Reading, Berkshire RG1 8LS

### Bankers

Lloyds Bank Plc, 10 High Street,  
Bracknell, RG12 1BT

### Solicitors

Hunters, 9 New Square, Lincolns Inn,  
London WC2A 3QN



# Contents

- 1** Message from the Chairman
- 3** Chief Executive's Report
- 5** Trustees' Report
- 36** Independent Auditor's Report
- 39** Consolidated Statement of Financial Activities
- 40** Consolidated Balance Sheet
- 41** Charity Balance Sheet
- 42** Consolidated Cash Flow Statement
- 43** Notes to the Financial Statements



# Message from the Chairman



**Mike Hill**  
Chairman of Trustees

## This is the first year that I write the introduction to the Trustees' Report and Financial Statements.

I would like to pay tribute to Roy Boulter, who served as Chairman of the Licensed Trade Charity for seven years until October 2021. I am delighted that Roy will remain as a Trustee and has now become a Governor at LVS Oxford. He also continues as a Director of the Morning Advertiser. Under Roy's guidance, the Charity has faced some difficult periods, particularly during the last two years due to the COVID-19 pandemic. He, along with my fellow Trustees, the Executive team and senior leaders, have all steered the organisation through this period with outstanding results. It is a privilege for me to now take on the mantle of Chairman and I thank the Trustees for their confidence in me and their unwavering support.

The results for the year ended 31st December 2021 have been quite remarkable. Our 'Objects' of helping those from the licensed trade who are facing ill health, hardship or needing educational support I am proud to say, have been met and exceeded expectations. This is in addition to providing education at our three schools.

My admiration goes to all our schools – with the combination of online teaching and face to face delivery of lessons, LVS Ascot has been seen as the benchmark by many in their peer group. The Principal, Christine Cunniffe, has become well known for her regular online presentations to parents and her media coverage on programmes such as "This Morning" as a voice of authority in education. The academic results continue to be excellent, with pupils completing their education as well-rounded individuals.

Our specialist schools, LVS Hassocks and LVS Oxford, delivered the majority of their teaching on site and remained open during the lockdown periods. I have to say, our Principals, Jen Weeks at LVS Hassocks and Ian Peters at LVS Oxford, under the guidance of Sarah Sherwood, Director of SEN, continued to provide excellent teaching and vocational activities for their learners, during what was a very anxious time for many of these students. Both schools brought on board a number of new staff during this time and they continued to innovate with several awards being won by LVS Hassocks. We are very proud of their achievements.

The heart of the Charity is the delivery of support to those in need by our Charity Services team. I applaud them for dealing with the vast volume of requests for help and their engagement with our Volunteers. I would like to thank all those companies that have helped us raise awareness and given us financial support which has enabled us to help so many individuals.

Often it is the support departments that are forgotten, but are very much the backbone in delivering services to our customers, staff, supporters and Volunteers, whether that be HR, catering, cleaning, maintenance and facilities management, administration, finance, IT and marketing. All of these departments are, at times, having to work remotely yet have ensured the smooth running of the organisation. I pass on my sincere thanks to these highly professional teams.

Both the operational and financial results for the year ending December 2021 are quite outstanding



and my heartfelt thanks go to all at the Licensed Trade Charity for this achievement. I would also like to thank those who have left the organisation during 2021 but who have also contributed to these results.

I was delighted to welcome two new Trustees to the board – Ajith Jayawickrema and George Wishart – at our AGM and Court in October 2021. I know that they will both add great value to the organisation.

Sadly, since starting to write this introduction, we have lost three former Trustees who have been the backbone of the Charity – Eric Morgan, Barbara Williams and Jeff Booth. Our thoughts and prayers go to all their families. We should never underestimate the dedication and input that they gave to the Licensed Trade Charity.



# Chief Executive's Report



James Brewster  
Chief Executive

**I concur with the Chairman that 2021 has, again, been an extraordinary year, not only in the level of support we have given to the industry but in maintaining the financial and operational results of the Licensed Trade Charity.**

I had hoped that 2021 would be less frenetic than the previous year and that the COVID-19 pandemic would be behind us, enabling a return to a sense of normality. However, we continued to face the escalation of COVID-19 with new variants, further lockdowns and businesses continuing to be badly affected. The reintroduction of working from home and remote learning for a period of time, together with further demands put on our Charity Services team, is a testament to the agility of the organisation.

Demand for our services remained high and we have been proud to play our part in continuing to support licensed hospitality people helping over 120,000 since the start of COVID-19 and giving over £3.3million in grants and services.

The lessons learnt from the previous year stood us in good stead to handle the difficulties of 2021. With the actions taken to ensure a smooth management of both our educational services and the delivery of charity support to the industry, we were able to adapt to the changing environment rapidly. Our teams all rose to the various challenges with enthusiasm and true professionalism. We should all have great pride in the work undertaken.

During the year ending December 2021, we set ourselves the goal of commencing a two-year recovery plan to enable the Charity to be in a more positive financial position, in line with pre-pandemic levels. This began with reviewing both operational and capital costs. Whilst we had set realistic

budgets for all areas of the organisation, we still faced many challenges and it was evident that, with the cost controls that had been put in place, a further re-forecast would need to be undertaken. We achieved a much better financial result than anticipated. This is a credit to all involved, particularly whilst continuing to meet the demands from those in the trade requiring more support. The whole organisation, with the assistance of our committee members and Trustees, are delighted to present these results which demonstrate a remarkable turnaround.

Our three schools have achieved some amazing results – at LVS Ascot we were seen as one of the leaders in the hybrid method of teaching onsite as well as online. LVS Hassocks and LVS Oxford remained open throughout the lockdowns, due to the nature of the cohort of students who face a number of challenges and require in-person teaching wherever possible. The support departments continued to deliver exceptional services, albeit in many cases remotely.

The essence of the Charity has always been the support we give to individuals facing difficulties – the financial, emotional or practical support required grew with intensity and our services were a real lifeline for many. Our teams dealt with the high level of demands in the most sensitive way.

I would also like to pay tribute to all the companies and individuals who donated money to and helped us raise awareness of the Charity to assist many

colleagues in getting through some very tough times. It has certainly made a big difference and been life-changing to many.

We sadly lost several people during the year due to the pandemic, and many of our staff and Volunteers also suffered both family bereavements and ill health. Our thoughts go to all those affected and I would like to pay particular tribute to our Human Resources team, who ensured that the welfare of all colleagues remained at the top of our priorities.

As I write this introduction, we are facing a humanitarian crisis in the Ukraine and our thoughts must go to all the families suffering at this time. Very often in conflicts such as this, it is the children who suffer the greatest, whether they be Ukrainian or Russian, who have no voice. This will inevitably bring more challenges to the Charity for 2022 with the economy being affected and investments challenged.

The numbers of pupils attending our schools and our commercial operations will also be impacted, together with more requests for support from those facing difficulties in the trade.

I am confident that the Charity, and all those who work and volunteer, will rise to these challenges as they have, in particular, over the past years. I would like to thank all our Volunteers, supporters, staff members, contractors and our Trustees for their continued, unwavering support and guidance over the last year.

Whilst this Trustees' Report reflects on 2021, I cannot miss the opportunity to thank everyone involved in Pedalling for Pubs 2022. Initially planned for 2020 and postponed to 2022 due to COVID-19, the support for this initiative has been nothing short of astonishing.

At the time of writing, 26 riders from across the sector have completed a 335km challenge cycle ride across Jordan. Teams across the UK collectively rode over 8,200km and together raised over £260,000 (believed to be the largest amount raised in a single event for hospitality charities). Everyone involved donated a huge amount of time and effort to make this initiative a success. It has raised awareness of our Charity and our charity partner, Only A Pavement Away, that has seen the hospitality sector come together in a way that many have not seen before. My thanks go to each and everyone involved.



# Trustees' Report for 2021

The Trustees are pleased to present their Report and Financial Statements for the Licensed Trade Charity, its associate company and trading subsidiary for the year ended 31 December 2021.

## Objectives and activities

The Charity continues to be committed to helping those who have previously worked or are currently working in the licensed drinks industry to alleviate poverty and distress. Its key objectives during the year were:

- helping those who are sick, infirm or distressed;
- aiding those experiencing financial hardship;
- offering relief to those suffering from the ills, consequent of old age; and
- helping those impacted by the COVID-19 pandemic either financially or by offering other support services.

The Charity educates children of the general public, but with preference to those working in the licensed trade, through its schools.

In setting its objectives and planning its activities, the Trustees have given careful consideration to the Charity Commissioners' general guidance on public benefit and, in particular, to its guidance on advancing education and fee charging in accordance with Section 4 of the Charities Act 2006.

The Trustees apply the funds of the Charity at their discretion and in accordance with the charitable purposes and objectives of the Charity to provide financial assistance, support and advice to those who are currently working in, have previously worked in, or are retired from the licensed drinks trade.

All applications for help are means tested and vetted by the Charity Services Committee, which has delegated powers from the Trustee Body to administer the grant making policy.

During 2021, the Charity committed £1,386k to provide:

- regular financial assistance to help with essential living costs;
- grants to provide one-off assistance, such as deposits for housing, disability aids or convalescent breaks;
- emergency COVID-19 grants to assist those financially impacted;
- bursaries at LVS Ascot; and
- grants to help with education and training.

The Charity also:

- assists people to claim benefits and grants that are available from Government and other agencies;
- co-funds with other charities to make grants that a single charity would not be able to fund;
- provides information via its website and telephone helpline on a range of issues including housing, debt, employment support and relationship breakdown;
- trains regional volunteers who visit new applicants and existing beneficiaries to consider their position; and

- trains telephone Befrienders to call isolated people from the trade who are suffering from loneliness, to offer support and companionship on a regular basis.

The aim of the schools is to inspire independence.

The Charity delivers a high level of education and care for children through its non-selective, co-educational schools; LVS Ascot, LVS Hassocks and LVS Oxford.

Thanks to the addition of LVS Hassocks and LVS Oxford, for children with a diagnosis of autism, the Charity is able to offer education to children with a broad range of educational abilities.

LVS Hassocks and LVS Oxford are predominantly supported via local authority funding for learners with Education, Health and Care plans (EHCP's).

During 2021, bursaries of £362k were awarded to children from the licensed trade, who have either an educational or emotional need that cannot be met through their existing state provision, compared to £301k in 2020. To apply for a bursary, parents must have worked in the licensed trade for at least five years. Awards are also means tested and therefore are dependent on parental income.

LVS Ascot also offers scholarships to recognise academic, sport, music, art and drama potential. These are advertised to parents and prospective parents and awarded in the above categories, or according to the specific requirements of the external bodies that gave the funding. The value of these awards was £420k during 2021, compared to £312k in 2020.

Further details of the Charity's bursary and scholarship policies and how to apply for both are available at [www.lvs.ascot.sch.uk](http://www.lvs.ascot.sch.uk).

At LVS Ascot, fee discounts of up to 20% are available for fee payers who have been working in the trade for at least five years; discounts are also available to members of the Armed Forces, Diplomatic services and for local senior academic staff. In 2021, the value of these discounts amounted to £549k, compared to £306k in 2020.

As part of the emphasis placed on attracting and retaining high-calibre staff, a discount which increases with length of tenure is offered to staff members who educate their children at LVS Ascot. Also, to reinforce the value placed on continuity for families, a discount is offered where a family has more than two children at the Ascot school.

During the first quarter of 2021, due to the ongoing COVID-19 pandemic and having given regard to guidance on advancing education and fee charging in accordance with Section 4 of the Charities Act 2006, the Charity offered a number of fee remissions in order to enable children to continue their education with LVS Ascot.

## Structure, governance and management

### Constitution

The Licensed Trade Charity was established in 1793 by publicans who wanted to provide support and a safety net for fellow publicans and their families. For more than two centuries, the Charity has worked to improve people's lives by providing a range of support, from setting up schools to educate children, providing houses for the elderly, to awarding financial grants for people in need and continuing to run independent schools today.

The Charity operates under the Royal Charter of the Society of Licensed Victuallers, dated 3rd May 1836, and a Supplemental Charter dated 5th February 1999.

Following the merger of the Society of Licensed Victuallers and the Licensed Victuallers National Homes in 2004, a further Supplemental Charter, dated 29th June 2012, was approved by the Privy Council.

During 2017, the Charity applied to the Charity Commission and the Privy Council to widen its objects in order that it could provide education for all ages (previously this was restricted to children) and to provide increased care to the elderly with both these provisions maintaining preference to those from the licensed trade. Both these requests were agreed by The Queen's Most Excellent Majesty in Council on February 8th, 2018 and the objects of the Charity amended accordingly.

### Charitable status

The Charity helps all those in the licensed trade and operates under the Charity registration number 230011.

### Governing body

The Trustee Body consists of between 12 and 18 Trustees (the number being at the discretion of the Trustees), two thirds of whom must be licensed victuallers with the remainder, members of the Charity.

Trustees must be a member of the Charity before they can stand for election. Each term of office is three years, although Trustees who are aged 70 or older must seek re-election every year. Two general meetings (or courts) are held each year, one in April and one in October, to which all members are invited.

The Trustees are responsible for overall governance and strategic direction. The Trustee Body delegates power within agreed budgets and responsibilities to committees that oversee the delivery of its Charity Services policy, Education policy, Fundraising activities and Membership.

The Trustees formed an Investment subcommittee in 2021 which has responsibility for governance and performance management of its investment portfolio.

The Trustees consider the Trustee Body along with the Executive team, which includes the Chief Executive and five senior staff members, comprises the key management personnel of the Charity, in charge of directing and controlling the Charity and running the operations on a day to day basis.

The Chief Executive regularly meets with the Chief Operating Officers of a number of occupational charities to discuss issues faced, share initiatives and best working practices.

The Charity also liaises closely with a number of other occupational based charities to share grant awards in order that funding is awarded that could otherwise not be made.

The Charity's regional fundraisers have been unable to raise any material sums in 2021 due to the pandemic and some have now decided to close.

### **Induction and training of trustees**

As part of its strategic planning process, the Charity conducts a skills audit of the Trustees on a regular basis and has compared it to the skills required by the Charity now and in the future. In addition, the Charity actively co-opts people with the desired skills to the Trustee Body and subcommittees, as well as actively recruiting new Trustees.

On joining the Charity, all Trustees follow a general induction programme with specific training, either provided in-house or externally, to prepare them for whichever committee they are appointed to. There is also an on-going training programme for all Trustees.

### **Key management personnel remuneration**

The pay of the Charity's Chief Executive is reviewed annually by the Trustee Body. The pay of the Executive Team is reviewed annually by the Chief Executive. Pay is normally increased in accordance with average earnings, although in both 2020 and 2021 a pay freeze was implemented. Remuneration is also bench-marked with charities of a similar size and activity, to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 13 to the accounts. There were no related party transactions in the year.

Trustees are required to disclose all relevant interests, register them with the Chief Executive and, in accordance with the Charity's policy, withdraw from decisions where a conflict of interest arises.

### **Group structure**

The Licensed Trade Charity has a wholly owned non-charitable trading subsidiary, Elvian Limited, which makes available the facilities of the schools to various organisations for events, educational and leisure purposes. The Charity also holds 25% of the equity of The Morning Advertiser Limited which is treated as an associate company in line with the Charities SORP (FRS102).

## Sector achievement in 2021

### Educational performance

# LVS Ascot Infant and Junior School

## Report 2021

The return to online schooling in January 2021 was not an ideal way to start the new year, however the experience of previous online learning in 2020 meant that the staff and pupils were able to make the switch quickly and efficiently, with a full timetable of lessons taking place from day one.

Throughout this lockdown, the Infant and Junior School remained open for the children of key workers and those pupils identified as vulnerable, either due to family circumstances or their learning needs, and we had approximately 70 children in school each day. During this period, the school also offered the pupils some co-curricular activities online to support their mental well-being, and members of the management team had regular calls with parents to ensure all was well.

Our school counsellor continued to offer support to those pupils on her list via Teams calls. The children returned to school in March, however they were still restricted to working in 'bubbles' and the school was divided into zones. The impact of this was seen, as while academic progress remained good, their social development was not as advanced as we would have expected it to be. Pupils were having to learn about effective communication, simple conflict resolution and collaboration all over again.

At the end of the summer term, we were delighted that the academic progress of pupils was in line with our expectations. Our end of year results outstripped the national averages from 2019, which was the last year of reported assessments at Key Stages One and Two – a testament to the dedication of the staff and the willingness of our pupils and parents to work together during this period to achieve the best possible outcomes.



On return to school in September 2021, life was almost normal and all co-curricular activities resumed. School visits took place to the Living Rainforest in Newbury and Butser Ancient Farm, as well as the resumption of sporting fixtures against other schools. In November, all pupils in Years 5 and 6 took to the stage to perform the musical 'Born for a Life at Sea' which was written, in its entirety, by staff at the school. The musical score, lyrics and script were outstanding and the pupils played to a packed theatre for three consecutive nights. To end the year, we were able to hold most of our traditional Christmas events in person – as ever the Key Stage One Nativity performances heralded the start of the festive season and the youngest pupils also enjoyed a visit from Father Christmas and a Christmas party. It was also wonderful to take the entire Infant and Junior School to the pantomime in Windsor. For some of our children, this was their first ever visit to a theatre and the wide eyes and smiling faces were a joy to see.

While 2021 had its challenges, the strength of the community at LVS Ascot and the values of the Licensed Trade Charity meant that our pupils and staff felt supported throughout and we emerged stronger than ever to embrace the new calendar year in 2022.



# LVS Ascot Senior School

## Academic results summary 2021

### Overview

2021 was a year like no other for our exam year cohorts. Whilst it was the second year that exams had been cancelled, the process of Teacher Assessed Grades (TAGs) was much more in-depth and prescriptive than the previous year, when Centre Assessed Grades (CAGs) were used.

As a Centre, we were bound by the strict protocol set out by the Joint Council for Qualifications (JCQ) and the process of calculating and submitting final grades took place over a period of four months.

### The Teacher Assessed Grades (TAGs) process

Final grades awarded were based on a portfolio of collated evidence which ranged from internal exams, reporting grades and assessed coursework to a full suite of internal assessments conducted in exam conditions. Once grades were decided by academic Heads of Department, we entered into a period of internal quality assurance where all evidence and grades awarded were moderated and then put to Head of Centre and an academic panel in the senior management team. Comparisons of grades were made to previous years, Cognitive Ability Test (CAT) data and year group profiles to ensure consistency.

All results submitted as TAGs were awarded as final by exam boards. On Results Day in mid-August 2021, pupils were pleased overall with results. As a Centre, we were delighted with the outcome and the clear decisions at the appeals stage were evidence that a robust and consistent process of validation of grades had been employed.

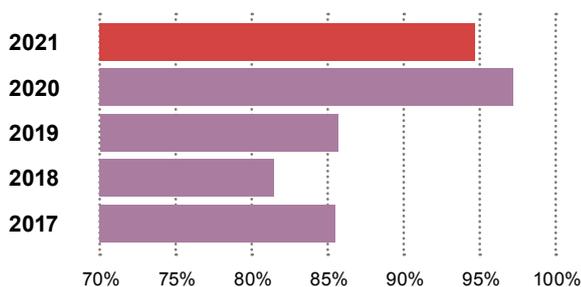


## GCSE Results 2021

There was a disparity in overall results compared to 2020, when results were decided by CAGs. For GCSEs in 2021, we saw an overall decrease in good passes (grades 9-4) by 2.5%. This was expected due to the academic profile of the cohort compared to 2020. The results also compared favourably to the national average, being 17.6%, above the national pass rate (as opposed to 18% in 2019 when exams last went ahead), further demonstrating that pass grades awarded were not inflated on other years and reflected the expected outcomes of the cohort.

Value added for GCSEs in 2021 was 0.9 on average, demonstrating that grades awarded were in line with, if not slightly above, predicted outcomes taken from CAT data.

### GCSE pass rate (Grades 9-4) 2017 – 2021



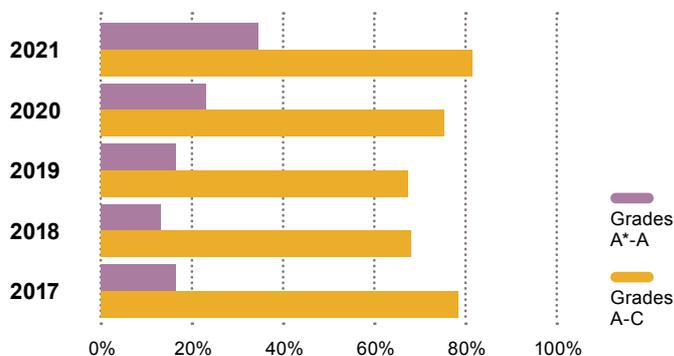
### Breakdown by grades and comparison

	2017	2018	2019	2020	2021
A* (grades 9-8) or equivalent	8.1%	9.4%	17.56%	26.6%	<b>22.5%</b>
A*-A (grades 9-7) or equivalent	30.3%	24%	33.1%	46.7%	<b>39.36%</b>
A*-B (grades 9-6) or equivalent	–	61.5%	71.22%	67.6%	<b>60.4%</b>
A*-C (grades 9-4) or equivalent	85.5%	81.5%	85.67%	97.2%	<b>94.7%</b>

## A-Level Results 2021

For A-Levels, we saw an increase of 6.2% in the pass rate (grades A\*-C) in comparison to 2020 and the academic profile of the year group accounted for this expected increase. Top grades were notably up but the percentage of top grades (A to A\*) awarded was below the national average. Again, this demonstrated that the grades awarded reflected the actual outcomes and that we had not taken part in the grade inflation so widely reported in the press.

### A-Level passes grades A-C 2017 – 2021



### Breakdown by grades and comparison

	2017	2018	2019	2020	2021
Grade A*	4.6%	5.7%	4.6%	8.05%	<b>12.31%</b>
Grade A	11.8%	7.5%	11.8%	14.94%	<b>22.05%</b>
Grade A*-A	16.4%	13.2%	16.4%	22.99%	<b>34.4%</b>
Grade A*-B	48.2%	39.4%	35.9%	49.43%	<b>56.4%</b>
Grade A*-C	78.4%	67.9%	67.3%	75.29%	<b>81.5%</b>

## University Destinations

We are proud to celebrate our pupils' successes. 100% of pupils who applied to university in 2021 received a firm offer after Results Day, with nearly a third of the cohort gaining places at Russell Group universities. This was a fantastic achievement for our Year 13 pupils in a year when there was a shortage of university places due to an increase in top grades awarded and the 2020 cohort deferring places.

## Progress in other Key Stages

The beginning of the 2021 year saw school closed for the first half of the Spring term. We returned to online learning and continuity of education was ensured. A model of blended learning is now fully established and a focus has also been placed on developing fine motor skills for the younger years in the classroom. Moving forward, emphasis will be placed on monitoring and measuring progress, in order to target increased value added in the next two years.

## Well-Being Report for the calendar year 2021

LVS Ascot has a dedicated Head of Well-Being. The Head of Well-Being line manages the six Day Housemasters and Housemistresses (of which Boarders are also members with respect to their daily *in-school* life).

The school has established a Well-Being Hub (finalist in the TES Independent School Awards for Well-Being Initiative of the Year 2021) that offers a range of support: Disordered Eating, LGBTQ+, anxiety, depression and self-harm. Referrals are also made to the safeguarding team and external agencies as appropriate. LVS Ascot is a diverse and inclusive school and to support the well-being of our LGBTQ+ community, we have entered the Educate and Celebrate LGBTQ+ Award programme (outcome expected in 2022), which will structure the support (on a macro and micro level).

The Hub delivers well-being related clubs such as meditation and mindfulness and also acts as a triage for other well-being services within the school, including counselling and referral to Housemasters and Housemistresses, who lead the pastoral care of the members of their Houses.



## Boarding

COVID-19 restrictions on travel meant our boarding numbers fell from 185 to 143 during 2021. We anticipate this figure will begin to recover from September 2022. Our boarding students enjoyed a wide range of trips including:

- Regular trips to local town centres
- Liquid Leisure
- Go Karting
- Winchester Christmas Market
- Rock Climbing
- Gravity Force (indoor trampoline park)
- Axe throwing, archery and air rifle shooting day
- Brighton seaside trip
- Oriental Supermarket
- Paintballing
- Brooklands Aviation Museum
- Natural History Museum
- Footgolf
- Kew trip to PGL Adventure Weekend in Dorset
- Thorpe Park for students as they finished work submissions for TAGs instead of sitting GCSE and A-Level exams

Boarding Houses stayed open during February half term, Easter and May half term to offer care and security for international pupils who were unable to get flights home. The usual routine of the day was changed to facilitate lessening the impact of the lockdown for those boarding students.

The students enjoyed their:

- End of year BBQ with inflatables on the school field.
- BBQs with Slip 'n' Slide by individual boarding houses regularly during the summer term.
- Celebration of Nepalese Festival including traditional music, dancing and food, led by the Head Boarder.
- Boarders' Christmas Dinner was able to go ahead in 2021 despite the issues being posed by the pandemic at the time.



## Sector achievement in 2021

### Specialist education

# LVS Hassocks

LVS Hassocks remained open throughout lockdowns. While there were a number of students who struggled to attend due to their anxieties regarding the virus, work was sent home to ensure continuity of education and therapist sessions were held on-line. The curriculum was adapted to ensure that as much learning as possible took place outside and there were regular opportunities for physical exercise, as many students were unable to access any leisure facilities.

LVS Hassocks won several awards and achieved a number of quality marks during 2021 including:

- Winner – The ISA Award for Outstanding Provision for Learning Support 2020 was awarded in February 2021
- Winner – The National Children & Young People Awards 2020, The Children with Disabilities Award was awarded in August 2021
- Finalist – Independent Schools Award for Outstanding Response to COVID-19
- The Sleep Right Accreditation
- Level 4 RHS Schools Gardening Award
- Gold Award – Spiritual, Moral, Social and Cultural Development.



## Academic results summary 2021

Sitting formal exams can be especially challenging for young people with a diagnosis of autism. Managing their preparation and environment to support them overcoming their anxiety and sit those exams is an important part of our specialist educational provision. GCSE results were positive with the following grades achieved:

- 8 students entered for Maths GCSE, of which 63% achieved grade 4 or above
- 7 students entered for English Language GCSE, of which 57% achieved grade 4 or above
- 10 Level 2 BTEC Home Cooking skills awarded
- 11 Level 2 Cambridge Technical Awards in Science
- GCSE Art pass rate 75%
- 100% pass rate for ICT & Art Level 1 BTEC
- 7 entered for History GCSE with 4 students gaining above a 4
- 7 students successfully achieved the Duke of Edinburgh Award (Bronze)
- All Key Stage 3 students completed Entry Level (levels 1-3) in English, Maths and ICT

### Destinations

Year 11 and Year 13 leavers went on to multiple destinations including Brighton Metropolitan College, Plumpton, NESOT and Brinsbury, which are all mainstream colleges, and DV8 which is a creative college for SEN students.

The school continued its successful partnership with Albion in the Community (the official charity of Brighton & Hove Albion, helping people to get active and learn new skills) which enabled students to gain valuable experiences with an external organisation once COVID-19 restrictions were eased. In December 2021, Sixth Form students visited the Sky Bar in London as a thank you for the mentoring roles that they have undertaken with some of the school's younger students. While the trip was a celebration for all, students were given the opportunity to travel on trains and tubes and experience a busy environment, further developing social skills and independence.



### Progress

As the school remained fully open, we were able to continue with delivering our normal curriculum. Students completed internal and external assessments and we were able to support Education, Health & Care Plan (EHCP) outcomes, demonstrating progress made through the AQA Unit Award Scheme and other awards.

### Well-being

The Well-being Centre opened in September 2021 and hosts the school nurse and the Well-being Classroom. In this area the mental health of students is supported along with developing understanding through health studies lessons. Students can use this area as a safe space and in addition our COVID-19 testing occurs here.



## Destinations

Destinations for leavers included Abingdon and Witney College, Stratford on Avon College, Berkshire College of Agriculture (all mainstream colleges) and work placements.

In November, students visited Le Manoir aux Quat'Saisons and had a 40-minute tour of the kitchens, followed by a demonstration from the Executive Head Chef, Gary Jones. Work experience was offered, and one student has taken part in this to date.

A celebratory Prom was held for Sixth Form students, with a barbecue and balloon arch for photographs. Students elected their Prom King and Queen who were duly presented with sashes.

## Progress

New curriculum documents and assessment grids were introduced to provide breadth to the curriculum and greater detail to the assessment of progress. Students now follow two learning pathways concurrently. The academic pathway focusses students on qualifications and academic achievement toward their aspiring destination, while the learning for life curriculum develops the social, communication and employability skills required for them to succeed beyond LVS Oxford.

## Well-being

The School has refined its aims and ethos to encompass well-being as one of its central aims. The overriding ethos of building confident individuals, successful learners and responsible citizens remains the same, but a more direct focus on well-being as the core value, with the aim of supporting aspiration toward their chosen destination. This has led to a more refined and purpose driven focus on well-being. Early indicators suggest a significantly positive impact on focussed achievement and attendance.





## Sector achievement in 2021

# Our people and Human Resources

2020 and 2021 brought us one of the biggest challenges for any organisation facing a pandemic head on. With political and economic changes around the world, the UK Government brought in different solutions to protect people from COVID-19, adding to the workloads of everyone within the Charity.

We had 376 employees plus Sodexo and our IT services working in all our units. Our education teams were testing pupils and themselves whilst continuing to provide an education to pupils. Charity teams and support services took up the everyday challenge and supported their fellow colleagues, students and people in need. Everyone embraced the new digital world which has transformed the way we work and increased our ability to collaborate.

For HR, the link between people and the Charity's outcomes was ever more apparent. The team were exceptional at continuing the high levels of legislative administration and HR services in Employee Relations, Learning and Development, Recruitment and HR Strategy for the Charity. The team worked throughout the pandemic at Ascot and launched a new HR system in April 2021. CIPHR is a HR system hosted in the cloud that manages payroll, learning management and recruitment, includes timesheets, absence management, safeguarding checks management, and interfaces with iSAMS, National College and Educare training platforms.

The team worked hard to get the system up and running in time for the new tax year. More modules will be added in the future.

## THE LTC WAY: Our core values



The new HR management system will provide a self-service section for employees to view their details and will be able to give more detailed statistics, information and trends.

The HR team have supported people going through changes due to the pandemic, placing personnel on furlough where required, liaising with staff who needed protecting, contacting employees to support them whilst working from home, understanding that resilience, goodwill and common purposes were underpinning the organisation. We signposted people to external services to support their financial, physical and mental well-being thanks to our Employee Assistance Programmes and occupational health.

During 2021 many people have reflected on their lives and the changes to their lives brought about by pandemic restrictions. Some have made decisions about how they want to work post pandemic.

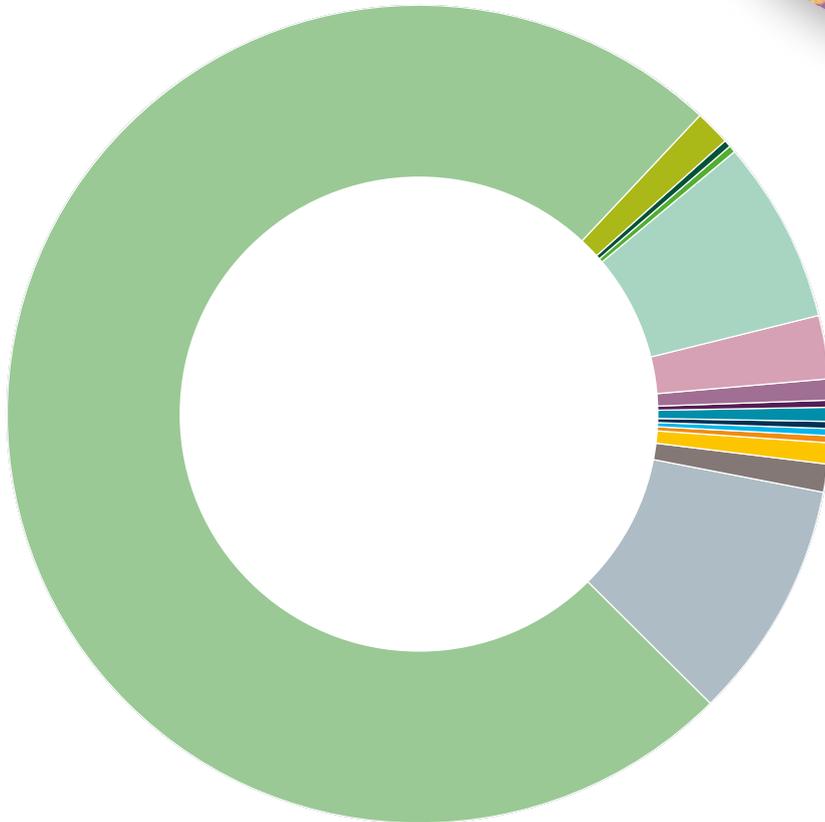
Recruitment and retention were the two significant issues facing all employers within the UK as we exited 2021 and headed into 2022. The job market is now a very different landscape, as too are the expectations of employees, post pandemic. Managing people's expectations whilst fulfilling the Charity's needs have been a constant theme throughout the year.

We continued to offer training and personal learning and development throughout the year to encourage our teams to upskill, some of that delivered online and some in person.

Our core values are important and we strive to represent them through every interaction with our internal and external customers. We employ the right people, in the right jobs, with the right attitude and 2021 gave us the opportunity to further focus efforts to live by those values, always encouraging our people so that their strengths and capabilities moved the boundaries of what was possible.

## Diversity and Inclusion

As an employer we understand the importance of a diverse and inclusive talent pool within our organisation to support employee retention, financial performance and an exciting culture to work in.



### Ethnicity across all sites

White - British	257
White - Irish	5
White and Asian	1
White and Black Caribbean	1
White - any other White background	25
Asian or Asian British - Indian	9
Asian or Asian British - any other Asian	2
Chinese	1
Black or Black British - Black - African	2
Black or Black British - any other Black	1
Mixed - White and Black African	1
Mixed - any other Mixed Background	1
Any other ethnic group	3
Information not yet obtained	4
Information not provided	32

## Apprenticeships

The LTC is part of the Government's Apprenticeship Levy. The levy is only be paid on annual pay bills in excess of £3 million, so less than 2% of UK employers pay it. It was introduced in April 2017 to create a pot of money those organisations can use for apprenticeship training. The money can be used for new or current employees of any age.

In 2021, we used our allocation to train 14 of our employees. Examples of people we have trained plus our traditional apprentices are LVS Hassocks and LVS Ascot Junior School Learning Support Assistants, Headteacher, Senior management and Maintenance services. The Charity has benefitted from incentive payments for taking apprentices on and over £80,000 of funding in 2021.





## Sector achievement in 2021

# Estates and the environmental impact of our schools

## 2021 Estates Report

During 2021, the Estates teams successfully managed to deliver a programme of meaningful capital and operational projects to enhance the functionality and appearance of the LVS schools. While the level of expenditure was lower compared to previous years due to the impact of

the pandemic, the LVS schools continued to be maintained to a high standard to meet the needs of their communities.

Using both in-house and contractor resource, here are some examples of the projects that were delivered:



## LVS Ascot

Hampton House was refurbished, which comprised redecoration, flooring and new lighting to all the bedrooms, common rooms, staff accommodation and circulation areas. We also replaced all the kitchenettes, washrooms and toilets. This project was the last of a series of Boarding House refurbishments, which started with Blenheim House in 2015.

The Learning Resource Centre received a light refurbishment and a change to the furniture layout. All the lighting was replaced by our in-house team, proving more cost effective and helping us transition to more energy efficient LED lighting.

As part of the security enhancements programme, a new CCTV system was installed, providing improved coverage with the benefit of 60+ cameras. The system can provide advanced analytics such as human motion detection and remote notification. Furthermore, a new visitor management system was implemented in the receptions to improve the accountability and the induction of visitors and contractors.

The Junior School playground was revamped with new play equipment, trim trails, artificial grass, and repairs to the existing apparatus. The aim was to create a natural woodland play area to promote outdoor learning.



## LVS Hassocks

The Kingsland building, comprising of classrooms and office accommodation, was externally and internally redecorated during the summer, modernising the appearance of the building. While the scaffolding was in place, we took the opportunity to undertake essential repairs to the fascias, soffits, roof and replace all the guttering.

The student toilets next to the dining hall benefited from a much-needed refurbishment. New flooring, wall cladding, lighting, toilets and vanity units were installed to modernise these areas.

Part of the ground floor of Ditchling was converted to create a new Health and Well-being Centre. The accommodation includes a consultation/treatment room, office and learning space.

The horticulture facility has been rejuvenated. New raised beds, polytunnel, workshop, and a chicken coop were installed to deliver a rich outdoor education to the students.





## LVS Oxford

Many smaller estates related projects were delivered to enhance the safeguarding of students and staff and the operation of the school. The key projects included the replacement of water heaters and heating controls, new CCTV and intruder alarm systems and fire protection works such as the installation of compartmentation, fire doors, and a new detection and alarm system.

In terms of outdoor projects, the Estates team created a wild-flower meadow maze, which was designed by one of the students.

## Sustainability

To encourage more sustainable forms of transport, the Charity has installed electric car charging stations at each site. Uptake of staff using these chargers has been good and we plan to install more in the future to meet the growing demand.

We continue to implement other energy saving initiatives. LED lighting replacement, thermally insulating buildings, installing energy-efficient boilers and building management systems are helping us reduce our carbon impact.



## Sodexo – site services

### LVS Ascot

We spent the first part of the year reacting to the ever-changing rules and regulations imposed because of COVID-19. All service team members were very flexible and we managed to keep the catering and domestic service departments up and running at all sites.

In September, when restrictions were relaxed and hospitality events allowed, a marquee was installed at LVS Ascot to provide an outside venue for key school events (13 events were held over 9 days) including, the Year 11 Ball, Year 13 Leavers event, Open Days and the parents and students being welcomed back on-site for the start of term. The team catered for over 3,000 people with a varying array of refreshments, hot and cold buffets, afternoon teas, cakes and drinks.





### LVS Oxford

In late October, a small group of sixth form students from LVS Oxford had the chance to go behind the scenes at one of the UK's finest gastronomic experiences, Le Manoir aux Quat'Saisons. This was organised by Samantha Edwards, Sodexo's General Services Manager at LVS Oxford. The eight teenagers, who are studying BTECs in Hospitality, Travel and Tourism, sampled delicious food and observed the exquisite preparation behind food service at the restaurant, where the multi award-winning Raymond Blanc is the Chef Patron.

Le Manoir's Executive Head Chef, Gary Jones, the holder of two Michelin stars, gave the students a 40-minute insight into how its kitchen operates and showed them around the butchery and bakery sections.



### LVS Hassocks

The Sodexo team supported the students with the Oast Café, which is open on Fridays to all those looking forward to a treat after a busy week. The students have raised money for Children in Need, Macmillan Cancer, and National Hospitality Day to name a few.

Four students from LVS Hassocks went on a one-day barista training course at our patron's very own racetrack, Ascot Racecourse. This venue is known all over the world and is also in partnership with Sodexo to supply a wide range of hospitality and catering. The students got the opportunity to make and understand what went into the different drinks and experience dealing with real customers.



As part of our Carbon Reduction responsibility, our preferred catering partner, Sodexo, is committed to sourcing Red Tractor assured products, sustainable fish and products that are in season wherever possible. Sodexo were the first catering company to ensure that its fresh meat, sourced from British farms, is Red Tractor accredited.



There was an array of special events held throughout the year at the schools – the most popular were:

- Children in Need – LVS Hassocks
- Pizza Demo Day – LVS Oxford
- Great Teacher Bake Off – LVS Oxford
- Barista Training at Ascot Racecourse for LVS Oxford & LVS Hassocks Students



## Sector achievement in 2021

# Fundraising

As we continue to develop the Charity's relationships across the sector with operators, associations and individuals, and raise the profile of the Charity as an integral part of the hospitality community, we benefit from an ever-increasing number of fundraising opportunities.

We work hard to deliver value to fundraising partners through shared PR and social media and to recognise that their support for the LTC must also meet their own Corporate Social Responsibility (CSR) and PR objectives.

COVID-19 continued to impact our usual fundraising channels for our Regional Supporters, LVAs (Licensed Victuallers Associations) and LAs (Ladies Auxiliaries). Despite restrictions meaning their usual fundraising events could not take place, they were still able to collectively donate over £10,000 to the Charity and we thank them for their contribution.

Our collaboration with well-known and respected household brand, Tyrrells, continued with shared PR and social media around their launch of a new flavour and a donation of £50,000 to the Charity.

Support from associations, operators and their people continues to grow. During 2021 we were grateful to receive donations from:

- Licensees Unite
- Mischief Theatre
- Hogs Back Brewery
- Greene King
- Heineken
- Sodexo
- Stonegate

The team at Stonegate used some of their lockdown time to write short stories of their experiences in pubs and, under the leadership of Mr Colin Hawkins, published a book 'Short Stories from Down the Pub'. This book is being sold through Amazon with all profits coming to the LTC. The book is a great read and a great gift.

National Hospitality Day saw a collaboration of four charities, including the LTC, come together to promote a day 'celebrating the places we love' in September 2021 to raise funds for the Charity.

In 2019, Pedalling for Pubs was launched. This was a collaboration between KAM Media, Licensed Trade Charity and Only A Pavement Away to undertake a challenge cycle ride with the goals of raising awareness and funds for both charities. The ride was postponed in 2020 and then again in 2021 due to COVID-19. That ride has now taken place in 2022, with 26 riders from across the hospitality sector having completed 335km across Jordan. At the time of writing, they had raised over £260,000. The profits will be split equally between the two charities. We believe this is the largest amount raised in a single event for hospitality charities.

Interest in, and support for, the event grew beyond all expectations, with one rider saying that the initiative has brought the sector together like no other before it.

Plans are in place for a 2023 ride and our thanks must go to all of the riders and especially to Katy Moses from KAM Media, the driving force behind this initiative.

We are also proud to have continued our relationship with Greene King, delivering their second Team Member Support Fund for those most harshly impacted by COVID-19. Through 2021, their donation of almost £500,000 funded the distribution of small hardship grants to Greene King staff members in need.

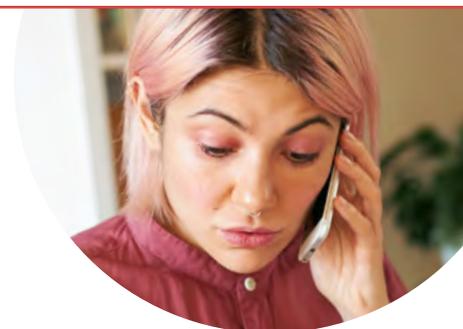
As we look to the future for our fundraising, we will continue to grow Pedalling for Pubs. The location for the 2023 ride has been announced and a waiting list of riders has been established.

We are always grateful for invitations to events that allow us raise awareness and even more so for those that allow us to fundraise for the Charity. Those invitations continue to grow and we will pursue those opportunities.



## Sector achievement in 2021

# Charity Services



At the start of 2021 we could not have foreseen that COVID-19 restrictions would last almost another year and a large proportion of licensed hospitality people would remain furloughed on 80% pay for the majority of that time.

In the summer, when their doors opened for business again, the sector was faced with further challenges. Staff shortages were evident across the sector as a result of many people re-evaluating their work life balance and deciding to leave hospitality in favour of logistics, retail, and the care sector. Some were not returning to hospitality having found alternative employment during lockdowns and many international staff chose to remain in their home countries, as their lives moved on or they were unable to return due to COVID-19 restrictions or Government policy.

A deterioration in the behaviour of customers coming out of lockdown was reported, with changed expectations and an over-exuberant approach to their consumption and celebrations. These challenges led to an increased pressure on licensed trade workers and their mental well-being.

There were 2,061 calls made to our helpline during 2021. Our helpline provider, Care First, reported a steep rise in the percentage of people needing support for emotional issues. In 2020, the split between practical and emotional support had been 50/50 and 2021 saw that change to 70% of calls for emotional support and 30% for practical guidance from our information specialists.

COVID-19 also placed people's relationships under immense pressure and this was reflected in our grant applications. As our current helpline provider does not offer couples counselling, we approached Relate and formed a partnership with them in April 2021 to offer counselling for couples and children, filling a gap in the support available to the sector and our services.

Alongside our strategy to offer support that helps people before they reach a crisis point, we wanted to offer this service to people working less than our usual criteria of five years in the trade. We believe that if people can address their relationship issues earlier, it may reduce the chance those issues will spiral into crisis that includes housing, debt, and wider family relationships.



We streamlined and improved our application process to be easier for applicants and reduce the fall out rate from initial enquiry to application. We reduced the number of questions on our application form and allowed people to apply online, saving their application as they went. This proved successful and the conversion rate increased from approximately 20% to 51% in 2021.

We set-up a data project to look at the patterns in how people interact and communicate with us. We found that younger applicants use websites less and prefer using their mobile device and apps. In November 2021 we launched the LTC App, a condensed version of the website that gives instant access to our support and heavily promotes the helpline. In November and December, 513 people downloaded the App. We were very pleased with these results and that number continues to increase in 2022.

We did not expect the number of people we helped in 2021 to be as high as 2020 for obvious reasons. We helped 46,626 people, double the amount of people that we supported in 2019 at 23,030.

Within those figures we helped 623 people with housing issues, 803 people with money issues (this included short term hardship grants) and 98 families with an educational grant.

We awarded a total of £1,024,188 in grant awards and an extra £215,254 in support provided via the partnerships we have formed during 2020-2021 including: -

- Shelter
- Renovo
- Relate
- Care First
- CPL Training
- Nudge (financial well-being)
- Law Express
- Create Results (coaching support)
- HJUK (Hospitality job partner)
- The Fire Fighters Charity (physical health well-being)
- Anchor Hanover Housing

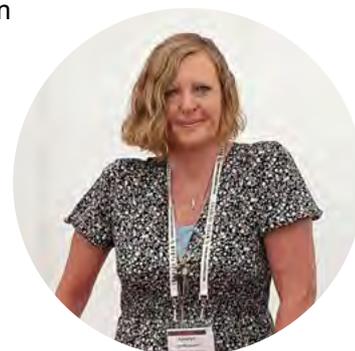


We also partnered with Greene King to launch and deliver their second Team Member Support Fund to award emergency COVID-19 grants for their people. We awarded 2,259 families a small grant funded by Greene King amounting to £438,792. At the time of writing, we are working with Greene King to deliver a longer-term fund for employees who have worked for them for 6 months or more.

During 2021, we awarded 23 licensed trade pupils with a bursary to attend our school LVS Ascot. These pupils were given an additional grant to supply them with laptops to support home schooling due to COVID-19.

In November 2021 we celebrated winning the ACO (Association of Charitable Organisations) 2021 Charity of the Year award (£5million + income). The award recognised our work during COVID-19. We were delighted to have been recognised in this way, and having scoured our records, believe this to be the first award that Licensed Trade Charity has won.

In the same month Carolyn Jenkinson was awarded 'Companion of the BII' to recognise the work that LTC had done to increase awareness within the Leased and Tenanted side of the industry. November was a fantastic month for us.



While 2021 was a challenging year for all, we were able to fast forward the introduction of new support services and our plans to streamline our process. The 'need' created across the sector by COVID-19 supported our efforts to raise awareness and reach more people whom we could help.

## Sector achievement in 2021

# Volunteering in 2021

2021 was a very different year for the large majority of our Volunteers. The only team largely unaffected were our Telephone Befrienders who continued to call their Befriendees, although for some their conversations weren't as regular as usual due to people being too unwell because of COVID-19 or too busy caring for children, grandchildren or sick relatives to make or receive their usual calls.

Our Volunteers play an important role in supporting and promoting the Licensed Trade Charity's work, reaching out to the community and helping deliver a holistic service for the people we support. They continued to do this as much as they could virtually or by phone. Most of our Volunteers have a history in the licensed hospitality trade in various guises from Licensee to Owner/Director, giving them valuable insight into the rewards and challenges a career in the licensed trade offers.

We have five categories of Volunteers:

- Trustees
- Charity Services Volunteers
- Telephone Befrienders
- Charity Ambassadors
- Regional Fundraisers

Our Charity's Trustees play a vital role in decisions that shape the future direction of the Charity, donating their time to attend Trustee and Committee meetings and sharing their skills and experience. During 2021, the large majority of these were conducted virtually, to keep people safe whilst still being able to give their much-needed input.

All Committee meetings continued to take place virtually, and the Trustees managed to hold three of their meetings in person from September onwards. Our AGM in October was held in person and two new Trustees were elected, George Wishart and Ajith Jayawickrema. Eric Morgan, who had been a Trustee, the Executive Chair of the Charity Services Committee and supporter of the Charity for decades, sadly passed away in December after a period of ill health.

At the time of writing, we are also sad to share the loss of two more life-long and valued supporters, Barbara Williams and Jeff Booth, our thoughts are with their loved ones.



Our Charity Services Volunteers continued to call applicants whose cases were complex and where a deeper understanding of their situation was needed. Most applications were more straightforward and for those needing grants of up to £1,500, our Charity Services Advisors were able to get the information they needed directly from the applicants themselves in order to make a decision in the office.

We trained four new people to join the Volunteer team, in the hope that we'd be able to get the whole team back out and visiting people again. That is now happening in 2022.

Our Telephone Befrienders continued to call people throughout the year and for most, both the Befriender and the Befriender found this a lifeline during the lockdown periods, especially those who live on their own. For some, the Volunteer would be the only person they would speak to in a week.

As there were no events or exhibitions for us to attend during 2021, our Charity Ambassadors were unable to go out and about to help promote us. However, they, and we, are excited that 2022's calendar is looking extremely busy and we will be needing their help to man stands at the various events around the country.

We still have six people who are yet to complete training and hope to be able to do that during 2022. With those six we will have a team of Volunteers that cover the whole country.

We sadly lost the South West Regional Fundraising Committee due to COVID-19 and dwindling numbers, taking the number of Regional Fundraising Committees down to six. The Committees started meeting again when they were finally able to and began planning their fundraising events for 2022.

As the country opened up in 2022, our Volunteers have been as keen and as excited as we are to get back out there, doing what they love best and sharing our passion for helping and supporting people in the industry who find themselves down on their luck. We are incredibly grateful that they have remained committed to us and we look forward to seeing them all again in person at various times throughout the year.





## Financial review

The full financial results for the year are dealt with in the Statement of Financial Activities on page 39.

### Financial performance compared with the previous year

2021 results show a significant turnaround from 2020. 2020 was greatly impacted by the COVID-19 pandemic across almost all areas of the Charity's finances, culminating in a deficit of £2,226k. Whilst the impact of the pandemic has still been felt strongly this year, particularly in our charitable activities and in the operation of LVS Ascot, the Executive and senior management teams have, with the unwavering support of the Trustees, implemented a series of strategies to return the operating units of the Charity to delivering a financial surplus. The net surplus, after gains on investments, income from an associate company, and actuarial gains on defined benefit pension schemes, is £6,526k for 2021, an improvement of £8,752k on last year.

The Charity's net income, after charitable donations and before changes in the value of investments, is a surplus of £857k, compared to a deficit in 2020 of £1,634k.

Net income from the schools, which had 919 pupils, a decrease of 20 pupils when compared to the previous year, was £3,186k higher due to the fee remissions granted last year and strong cost control employed across the organisation throughout 2021.

Net investment income was £533k, £9k lower than last year following a small reduction in distributions received.

Profit from the subsidiary, Elvian Limited, was £161k, an increase of £110k due to partial easing of the COVID-19 restrictions which enabled some letting of school facilities although travel restrictions continued to prevent the hosting of international students during the summer.

Fundraising reduced considerably this year to £636k, from the record level in 2020 of £1,284k. Whilst this was expected in line with the lessening impact of the COVID-19 pandemic, with less time spent under lockdown than in 2020, the Charity was extremely grateful to continue to receive very generous corporate donations which enabled us to continue provide support across the licensed trade during what continued to be a very difficult environment.

The Charity's investments performed very strongly during 2021, recording net gains of £3,268k compared to a net gain of £459k in 2020. This was comprised of gains of £1,420k on commercial paper investments and £1,848k on property funds. Residential property holdings have been held at their 2020 valuations.

Actuarial gain on defined benefit pension schemes resulted in a credit of £2,358k in the year, compared to a charge of £1,154k in 2020. The gain this year was in part due to an additional cash contribution of £500k made to the LTC 1967 scheme in February 2021.

## Financial performance compared with expectations for the year

The surplus of £6,526k is £6,873k better than the budgeted deficit of £347k.

No gain nor loss was budgeted for Investment or Pension Liability revaluations, which contributed £3,268k and £2,358k respectively to the overperformance against budget. At an operating surplus level, the result was £1,204k better than budget.

Net income from the schools overall was £460k ahead of budget, in spite of further unbudgeted COVID-19 fee remissions of £325k being granted at LVS Ascot. This result was due to careful cost management across all three schools, and strong pupil numbers particularly at LVS Hassocks and LVS Oxford.

Central costs were £739k lower than planned due to the deferral of certain projects to 2022 and beyond whilst the Charity continues to navigate through the challenges presented by COVID-19, and a smaller amount of cost savings through continuance of hybrid working arrangements for both employees and Trustees.

Fundraising income was £282k higher than budget primarily due to continued COVID-19 hardship restricted donations from corporations within the industry during the third national lockdown and beyond.

Whilst Charity Services' costs were £250k lower than budgeted, the Charity has continued to help a significant number of people in our industry, and is well placed to continue to do so as increases in the cost of living start to have a very real impact on people's finances.

## Reserves policy

The financial statements show that at 31 December 2021, the unrestricted funds totalled £68,914k and restricted funds £373k. The unrestricted reserves include a funding deficit of £1,543k calculated under FRS102 in respect of the notional funding deficit on the defined benefit pension plan for Charity staff. The Trustees believe that this notional funding calculation, which can vary between surplus and deficit, depending upon the assumptions used at year end, will have no material effect on the Charity's cash flows in the short term and that in the longer term its effects are manageable out of future income.

The Charity is an operational organisation and needs to hold sufficient reserves to fund its current operations, to provide for unforeseen events and to invest for the future. It also needs to sustain sufficient reserves to provide long-term support for its beneficiaries. The Trustees have developed the reserves policy with regard to the Charity Commission's guidelines. In the short-term, the Charity expects to fund the excess of charitable expenditure over income out of reserves. In the long-term, it is anticipated that the Charity will aim to hold a level of general reserves equivalent to 18 months operating expenditure, equating to approximately £35m.

The reserves policy is reviewed with the strategic plan to ensure they are consistent. In order to make a judgement on the reserves which should be held by the Charity, the Trustees have considered the risks in respect of expenditure, unrestricted income and where funds can only be released by the disposal of investments. The Trustees have also considered external identified potential risks to income and expenditure. The policy is monitored and reviewed annually.



Following the strong financial performance in 2021, the Charity's general reserves, defined as unrestricted reserves excluding fixed assets, directly owned investment property and the equity investment in the Morning Advertiser, have increased to £32m. This equates to just under 18 months' operating expenditure, which compares to £25m, or just over 12 months' operating expenditure at the end of 2020. 2022 is expected to see continued impacts of COVID-19 on both the licensed trade and on the education environment as Government and other support measures end, together with wide-ranging impacts from increasing cost of living and the war in Ukraine. In light of this the Charity may need to draw on its reserves in 2022. The Charity would then seek to maintain its reserves in line with the requirements of its strategic plan.

The Charity reviews the finances of beneficiaries before approving the payment of grants to individuals. Historically, once a beneficiary reached 80 years of age, the Charity no longer performed an annual review of the beneficiary's finances and continued to pay the awarded grant until the beneficiary died. This practice has now stopped and the finances of all beneficiaries are reviewed annually. Where the annual means testing has previously ceased, the Trustees have accepted that payment will be made until the death of the beneficiary and have, therefore, designated funds equivalent to the estimated value of these future payments in the financial statements. At 31 December 2021 the value of this designated fund was £195,667.

## Investment policy and objectives

The Trustees have reviewed their Investment policy with regard to the Charity Commission's guidance on social, ethical and responsible investment.

The Charity's assets should be invested in line with its aims. The Trustees do not wish to adopt an exclusionary policy, but individual investments may be excluded if perceived to conflict with the Charity's purposes.

The investment strategy is set out in the governance handbook and is consistent with the cash flow requirements of the current strategic plan.

The Charity seeks to produce the best financial return within an acceptable level of risk. The investment objectives are to generate a sustainable income stream which at least maintains both its real value in future years and the real capital value of the investment portfolio over the long term.



The Charity seeks to have a constructive and positive engagement with the corporate world and requires that Investment Managers, together with all underlying collective holdings, have signed up, or are in the process of signing up to the United Nations-supported, Principles for Responsible Investment (PRI) Initiative.

No changes have been made to the structure of the Charity's investments during 2021. Property investments were 44% of the Charity's total investment portfolio at the end of the year (2020: 43%).

The performance for 2021 resulted in an overall gain of £3,268k, including a gain on both commercial paper and property funds. The value of directly owned investment properties remains unchanged from 31 December 2020.

Property fund investments total 33% (2020: 31%) of the portfolio, comprising investments in Mayfair Capital, Schroders, CCLA and Savills. All funds performed well during 2021, increasing in value between 10% and 16% from December 2020 values.

Directly owned property amounts to 11% (2020: 12%) of the portfolio, including land and residential properties. The portfolio was professionally valued during 2020 and continues to be held at those values.

Commercial paper investments, including equity, gilts and alternative investments are actively managed for the Charity by SG Kleinwort Hambros Bank and CCLA. These total 56% (2020: 57%) of the total portfolio and generated a gain of £1,420k.

During 2021, an Investment subcommittee of the Trustee Body was formed in order to increase governance and to review the investment portfolio in line with the strategic plan and funding needs of the Charity.

## Pensions

The Charity contributes to two defined benefit schemes, one, a national Government-operated scheme for teaching staff, and the other, its own scheme, for non-teaching staff.

The Charity has no control over the national scheme but has continued to pay increased contributions into its own scheme. The Government increased employer contributions for the teachers' pension scheme from 16.48% to 23.68% in September 2019.

The Charity is subject to the automatic enrolment legislation introduced by the Government to encourage staff to save for their retirement. All employees not currently in one of the schemes mentioned above, were automatically enrolled into a group personal pension plan in May 2014. Those that had subsequently opted out of the scheme were automatically re-enrolled in February 2017 and were re-enrolled once again in April 2020.

All new employees have the option to join the appropriate final salary scheme. If they fail to do so, they are automatically enrolled into the group pension scheme, if eligible.

## Tax status

The Trustees are of the opinion that the Charity is not liable for taxation on its charitable activities.

## Plans for the future

### Expectations for 2022

The Charity expects that 2022 will be a year of uncertainty. Whilst the restrictions imposed on our lives as a result of COVID-19 have been almost entirely lifted, at least in the UK, there still remains risk that infection levels may increase once again and restrictions may need to be reimposed. Even if that risk does not materialise, international travel remains less straightforward than it was pre-pandemic, which continues to suppress international boarding numbers at LVS Ascot.

As many of the support packages made available by Government and the private sector during the pandemic are removed, many businesses and individuals in the licensed trade and the general population find their finances under increasing strain. This is of course being exacerbated by increasing costs of living, and the Russian invasion of Ukraine has introduced another level of unforeseen uncertainty.

All of these factors are expected to have an impact on the Charity's finances, either by increasing demand from beneficiaries for emotional, practical and financial support, and by adversely affecting recruitment and retention of pupils particularly at LVS Ascot.



The Charity finalised its budget for 2022 in November 2021, which projected a small operating surplus. This may be adversely affected by the factors set out above, and furthermore the uncertainty introduced into the financial markets by the war in Ukraine may result in adverse revaluations in both the Charity's investments and in the valuation of the LTC 1967 pension scheme deficit.

## The strategic plan

The Charity's Strategic plan 2017-2021 will continue for a further two years, supported with a two year plan for recovery from the effects of the COVID-19 pandemic. During the second half of 2022, the Charity will commence work on a new Strategic plan. This will be produced involving staff, Trustees and externally benchmarking the Charity, in order to determine the direction of travel of the Charity for a further five years.

The Charity's existing five-year strategic plan commenced in 2017 and progress is reviewed annually. When setting the plan, the Charity was very clear in reviewing the potential areas for expansion and a quest to deliver more services in line with the recent changes in the organisation's objects. This allows for the provision of education to a wider population, to the general public but with preference to those having worked or still working in the licensed trade and now to any age group. Whilst the Charity can provide residential care to the general public but with preference to the trade, it was decided not to pursue this.

The Charity set a target to assist in a number of ways and aimed to help around 13,000 individuals by the year 2021. Through the pandemic, the Charity's marketing, communication and engagement plan has been so successful that the Charity assisted over 73,000 individuals during 2020 and nearly 47,000 during 2021.

Whilst the organisation will continue to invest in its material assets, further investment in the recruitment and development of staff will be at the forefront, to ensure the increasing demands placed on the organisation can be achieved and that beneficiaries' and customers' expectations can be met.

The Charity continues to build on the work done during the COVID-19 pandemic to accelerate automation, to improve efficiency and to optimise ways of working which will allow the organisation to evolve to meet the changing needs of its beneficiaries and pupils.



## Risk management

The Trustees are responsible for the management of the risks faced by the Charity and have examined the major strategic, business and operational risks to which the organisation is and may potentially be exposed. The Trustees are satisfied that the systems, controls and policies are in place to mitigate and manage exposure to such major risks.

The Charity's comprehensive risk register is reviewed and updated annually, or more regularly if necessary, prior to review and discussion by the Trustees. In assessing the risks, the impact on Charity activity disruption, injury or property damage, loss of income, reputation, management focus, missed opportunity and strategic direction change are all considered.

There are four principal areas of risk as well as COVID-19 which have the potential to significantly affect the operations of the Charity:

- **Government policy** – Independent schools have been the subject of ongoing discussions by Government. There is a risk that changes to Government policy (such as amendments to VAT legislation on educational supplies, business rates relief, levy charges, and Teachers Pension contribution levels) would have a significant impact on the Charity's ability to operate. The Charity seeks to mitigate this by reviewing the reserves policy, preparing long-term forecasts and contingency planning.
- **Affordability** – LVS Ascot operates in a very competitive market with many fee payers' disposable incomes coming under pressure



from cost of living increases. Places at LVS Hassocks and LVS Oxford are primarily funded by local authorities which are under financial pressure with reduced budgets and increasing demands for services. This is causing local authorities to consider alternative means of fulfilling services such as the development of specialist hubs attached to mainstream secondary schools. The Schools all look to ensure that they offer value for money whilst providing an excellent well-balanced education to mitigate this risk as far as possible.

- **Economic environment** – The Charity has investments across commercial paper and property which have been exposed to increasing volatility over recent times. The Charity aims to operate a long-term diversified investment strategy at low to medium risk and regularly reviews the performance of investments.

- **Safety and security of pupils, staff, volunteers and vulnerable grantees** – The Charity aims to provide a safe and secure environment by having in place policies and procedures including in the areas of safeguarding children, anti-bullying, health and safety, physical security, cyber-security, data protection, well-being and critical incident management.

- **COVID-19** – Many of the risks associated with COVID-19 have already impacted the Charity's financial reserves and will continue to do so. These include increased support needed by beneficiaries, volatile performance of investments, reduced ability for Elvian Limited to hire out school facilities, fee remissions given at LVS Ascot and lower pupil numbers due to international travel restrictions and pressure on fee payers' finances. The Charity has received additional donations from licensed trade participants to cover increased demand from beneficiaries. The Charity's assessment of this risk is that it will continue to impact in the short-term but that the Charity has sufficient liquid reserves to manage this period.

## Trustees' responsibility statement

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the Charity. These records also allow the Trustees to make sure the financial statements comply with the requirements of the Charities Act 2011.

Charity law also requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Charity and of the results for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 Trustees are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud.

## Auditor

James Cowper Kreston offers itself for re-appointment as auditor for the year beginning 1 January 2022.

## Approval of the financial statements

The Trustees confirm this report and accounts comply with the requirements of the Charities Act 2011 and the Charities SORP (FRS102).

The Trustee Body approves the financial statements.

BY ORDER OF THE TRUSTEE BODY



**Mr Michael Hill**  
Chairman of Trustees  
Dated: 9th June 2022

## LICENSED TRADE CHARITY

### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

#### Opinion

We have audited the financial statements of Licensed Trade Charity (the 'parent charity') and its subsidiary (the 'Group') for the year ended 31 December 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated 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 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 Group's and of the parent charity's affairs as at 31 December 2021 and of the Group's 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 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 Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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

#### Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and parent 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- adequate and sufficient accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity's 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 Group's and the parent 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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

### Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**James Cowper Kreston** Chartered Accountants and Statutory Auditor

Reading Bridge House, George Street, Reading, Berkshire, RG1 8LS

Date: 9th June 2022

James Cowper Kreston is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>INCOME FROM:</b>					
Donations and legacies	4	544,754	84,685	629,439	1,253,833
Charitable activities:					
School fees		-	20,918,153	20,918,153	18,059,660
Grants		-	21,104	21,104	76,864
Other trading activities:					
Fundraising and events income	5	-	7,031	7,031	30,541
Gross income trading subsidiaries	2	-	400,320	400,320	243,706
Investments	6	-	1,089,769	1,089,769	1,107,085
Other income	7	-	306,018	306,018	771,440
<b>TOTAL</b>		<b>544,754</b>	<b>22,827,080</b>	<b>23,371,834</b>	<b>21,543,129</b>
<b>EXPENDITURE ON:</b>					
Raising funds:					
Costs of generating voluntary income	8	-	158,285	158,285	141,998
Expenditure trading subsidiaries	2	-	239,426	239,426	192,614
Investment management costs	10	-	556,373	556,373	565,206
Cost of events	9	-	78,338	78,338	47,907
Charitable activities:					
Schools	11	58,634	18,776,517	18,835,151	19,162,388
Grants		455,418	568,770	1,024,188	1,561,033
Bursaries		-	362,188	362,188	301,115
Charity Services	12	-	816,486	816,486	828,593
Support costs	13	-	444,741	444,741	376,160
<b>TOTAL</b>	14	<b>514,052</b>	<b>22,001,124</b>	<b>22,515,176</b>	<b>23,177,014</b>
<b>NET INCOME/(EXPENDITURE) BEFORE NET GAINS ON INVESTMENTS</b>		<b>30,702</b>	<b>825,956</b>	<b>856,658</b>	<b>(1,633,885)</b>
Net gains on investments	16	-	3,268,408	3,268,408	458,816
<b>NET INCOME/(EXPENDITURE)</b>		<b>30,702</b>	<b>4,094,364</b>	<b>4,125,066</b>	<b>(1,175,069)</b>
Income from associate company	3	-	42,950	42,950	103,059
Actuarial gains / (losses) on defined benefit pension schemes		-	2,358,000	2,358,000	(1,154,000)
<b>NET MOVEMENT IN FUNDS</b>		<b>30,702</b>	<b>6,495,314</b>	<b>6,526,016</b>	<b>(2,226,010)</b>
<b>RECONCILIATION OF FUNDS:</b>					
TOTAL FUNDS AT 1 JANUARY		342,412	62,418,202	62,760,614	64,986,624
<b>TOTAL FUNDS AT 31 DECEMBER</b>		<b>373,114</b>	<b>68,913,516</b>	<b>69,286,630</b>	<b>62,760,614</b>

All activities relate to continuing operations. The notes on pages 43 to 62 form part of these financial statements.

**CONSOLIDATED BALANCE SHEET  
AS AT 31 DECEMBER 2021**

		2021		2020	
	Note	£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	17		30,670,307		31,784,761
Investments at market value	20		44,601,514		41,480,673
Investment in associate company	18		<u>1,308,501</u>		<u>1,265,551</u>
			<b>76,580,322</b>		<b>74,530,985</b>
<b>CURRENT ASSETS</b>					
Debtors	21	4,983,499		4,464,176	
Cash at bank		<u>5,795,671</u>		<u>4,958,918</u>	
			<b>10,779,170</b>		<b>9,423,094</b>
<b>CREDITORS:</b> Amounts falling due within one year	22		<u>(9,937,321)</u>		<u>(10,265,331)</u>
<b>NET CURRENT ASSETS / (LIABILITIES)</b>			<u><b>841,849</b></u>		<u><b>(842,237)</b></u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>77,422,171</b>		<b>73,688,748</b>
<b>CREDITORS:</b> amounts falling due after more than one year	23		<u><b>(6,592,541)</b></u>		<u><b>(7,012,134)</b></u>
<b>NET ASSETS EXCLUDING PENSION SCHEME LIABILITIES</b>			<b>70,829,630</b>		<b>66,676,614</b>
Defined benefit pension scheme liability	27		<u><b>(1,543,000)</b></u>		<u><b>(3,916,000)</b></u>
<b>NET ASSETS INCLUDING PENSION SCHEME LIABILITIES</b>			<u><u><b>69,286,630</b></u></u>		<u><u><b>62,760,614</b></u></u>
<b>CHARITY FUNDS</b>					
Restricted funds	24		373,114		342,412
Unrestricted funds:	24				
Unrestricted funds excluding pension liability		70,456,516		66,334,202	
Pension reserve		<u>(1,543,000)</u>		<u>(3,916,000)</u>	
Total unrestricted funds			<u><b>68,913,516</b></u>		<u><b>62,418,202</b></u>
<b>TOTAL FUNDS</b>			<u><u><b>69,286,630</b></u></u>		<u><u><b>62,760,614</b></u></u>

The financial statements were approved by the Trustees on 9th June, 2022 and signed on their behalf by:

.....  
Mr Michael Hill

The notes on pages 43 to 62 form part of these financial statements.

**CHARITY BALANCE SHEET  
AS AT 31 DECEMBER 2021**

	Note	£	£	£	£
			2021		2020
<b>FIXED ASSETS</b>					
Tangible assets	17		30,670,307		31,784,761
Investment in subsidiary	19		5,000		5,000
Investments at market value	20		44,601,514		41,480,673
Investment in associate company	18		<u>500,025</u>		<u>500,025</u>
			<b>75,776,846</b>		<b>73,770,459</b>
<b>CURRENT ASSETS</b>					
Debtors	21	5,404,579		4,574,215	
Cash at bank		<u>5,349,307</u>		<u>4,825,654</u>	
			<b>10,753,886</b>		<b>9,399,869</b>
<b>CREDITORS: amounts falling due within one year</b>	22		<u>(9,917,038)</u>		<u>(10,247,106)</u>
<b>NET CURRENT ASSETS / (LIABILITIES)</b>			<u><b>836,848</b></u>		<u><b>(847,237)</b></u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<b>76,613,694</b>		<b>72,923,222</b>
<b>CREDITORS: amounts falling due after more than one year</b>	23		<u><b>(6,592,541)</b></u>		<u><b>(7,012,134)</b></u>
<b>NET ASSETS EXCLUDING PENSION SCHEME LIABILITIES</b>			<b>70,021,153</b>		<b>65,911,088</b>
Defined benefit pension scheme liability	27		<u><b>(1,543,000)</b></u>		<u><b>(3,916,000)</b></u>
<b>NET ASSETS INCLUDING PENSION SCHEME LIABILITIES</b>			<u><u><b>68,478,153</b></u></u>		<u><u><b>61,995,088</b></u></u>
<b>CHARITY FUNDS</b>					
Restricted funds	24		373,114		342,412
Unrestricted funds:					
Unrestricted funds excluding pension liability		69,648,039		65,568,676	
Pension reserve		<u>(1,543,000)</u>		<u>(3,916,000)</u>	
Total unrestricted funds			<u><b>68,105,039</b></u>		<u><b>61,652,676</b></u>
<b>TOTAL FUNDS</b>			<u><u><b>68,478,153</b></u></u>		<u><u><b>61,995,088</b></u></u>

The financial statements were approved by the Trustees on 9th June, 2022 and signed on their behalf by:

  
 .....  
**Mr Michael Hill**

The notes on pages 43 to 62 form part of these financial statements.

**CONSOLIDATED CASH FLOW STATEMENT  
AS AT 31 DECEMBER 2021**

		2021	2020
	Note	£	£
<b>NET CASH PROVIDED BY OPERATIONS</b>		<b>1,159,513</b>	286,631
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Dividends, interest and rents from investments		<b>1,089,769</b>	1,107,085
Purchase of fixed assets	17	<b>(979,173)</b>	(870,834)
Proceeds from the sale of fixed assets		<b>7,740</b>	-
Purchase of investments	20	<b>(7,435,755)</b>	(6,026,975)
Proceeds from the sale of investments		<b>7,583,322</b>	7,209,448
Net cash used in investing activities		<u><b>265,903</b></u>	<u>1,418,724</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of loans		<u><b>(588,663)</b></u>	<u>(566,618)</u>
Net cash used in financing activities		<u><b>(588,663)</b></u>	<u>(566,618)</u>
Change in cash and cash equivalents in the year		<b>836,753</b>	1,138,737
Cash and cash equivalents brought forward		<b>4,958,918</b>	3,820,181
Cash and cash equivalents carried forward		<u><b>5,795,671</b></u>	<u>4,958,918</u>
<b>NET MOVEMENT IN FUNDS</b>		<b>6,526,016</b>	(2,226,010)
Adjustments for:			
Dividends, interest and rents from investments		<b>(1,089,769)</b>	(1,107,085)
Depreciation charges	17	<b>1,967,377</b>	1,947,194
Loss on disposal of fixed assets		<b>118,510</b>	876,419
Fair value gains made on investments		<b>(3,268,408)</b>	(458,816)
Increase in debtors	21	<b>(519,323)</b>	(3,177,582)
(Decrease)/Increase in creditors	22	<b>(158,940)</b>	3,086,570
(Decrease)/Increase in provision for defined benefit pension scheme		<b>(2,373,000)</b>	1,449,000
Income from associate company	3	<b>(42,950)</b>	(103,059)
<b>NET CASH PROVIDED BY OPERATIONS</b>		<u><b>1,159,513</b></u>	<u>286,631</u>

The notes on pages 43 to 62 form part of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

### 1 . ACCOUNTING POLICIES

Licensed Trade Charity is an unincorporated charity. It is registered in England and Wales with Charity Registered number 230011. The principal address of the Charity is Heatherley, London Road, Ascot, Berkshire, SL5 8DR.

#### 1.1 Basis of Accounting

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition issued on 1 January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

These provisions mean that the consolidated financial statements have been prepared to aggregate the Charity together with its trading subsidiary, Elvian Limited.

The Charity constitutes a public benefit entity as defined by FRS 102.

#### 1.2 Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

##### **Tangible Fixed Assets ( see note 17 )**

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values may vary depending upon the type of asset and its use and management use historic experience to assess these factors.

##### **Pension Commitments ( see note 27 )**

Various assumptions are made in reporting the performance of the Charity's pension scheme. A valuation is carried out for reporting purposes by a qualified independent actuary. The principal actuarial assumptions made are disclosed in note 27.

##### **Investment properties ( see note 20 )**

Residential investment property valuations are made annually by management, based upon external indications of value and consideration of market conditions. Commercial investment properties are valued annually by qualified independent Chartered Surveyors.

#### 1.3 Basis of Consolidation

The Licensee & Morning Advertiser and the assets of the Pub, Club and Leisure Show Limited were incorporated into The Morning Advertiser Limited (MA Ltd) in January 2000. At that time the Charity owned £75 shares and William Reed Holdings Limited owned £25 shares. The financial statements of MA Ltd were consolidated into William Reed Holdings Limited financial statements as a subsidiary since it had a majority representation on the Board of Directors. The Charity's investment was shown as an investment in a joint venture.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

### 1 . ACCOUNTING POLICIES (continued)

#### 1.3 Basis of Consolidation (continued)

In March 2002, William Reed Holdings Limited bought £50 of the Charity's shares and the Charity became a minority shareholder with a 25% shareholding.

Under the Charities SORP (FRS102), the Charity treats MA Ltd as an associate company in its financial statements (see note 3) and consolidates that percentage of its shareholding (25%) of its income and expenditure into its Consolidated Statement of Financial Activities. The MA Ltd's year end is 31 March and so unaudited management accounts have been taken for the company's financial year. The Charity's investment is shown as an investment in an associate company (see note 18).

#### 1.4 Going Concern

The Trustees have considered the impact of both the COVID-19 pandemic and the Russian invasion of Ukraine on the ability of the Group to continue trading for the foreseeable future. This review has included considering the impact of both situations to the date of signing the financial statements and updating financial projections in respect of income and expenses. Based on this review and taken together with existing group financing facilities the Trustees believe that the financial statements have been prepared appropriately on the going concern basis.

#### 1.5 Fund Accounting

The Charity's funds consist of general funds which the Charity may use for its purposes at its discretion. When donors indicate that an amount is for a specific purpose, such amounts are treated as restricted funds.

#### 1.6 Donation Income

Donation income is accounted for on a cash received basis.

#### 1.7 Gift Aid

Voluntary income by way of gift aid is credited in the year it is receivable. Corporate gift aid is received gross of tax, but the Charity is able to recover basic rate income tax from UK individual tax payers and such gift aid donations are shown gross of the relevant credit.

#### 1.8 Income from Investments

Investment income comprises dividends received during the accounting period and interest received on listed and unlisted investments.

#### 1.9 School Fees

School fees are accounted for in the period to which they relate and are shown gross, including bursaries paid by the Charity, in the Statement of Financial Activities.

#### 1.10 Government Grants

Government Grants relating to the Coronavirus Job Retention Scheme included within other income are recognised as receivable in the period in which the corresponding the expense has been incurred.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**1 . ACCOUNTING POLICIES (continued)**

**1.11 Tangible Fixed Assets and Depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

School Buildings*	-	at 2.00% on cost
Building Improvements*	-	at various rates between 6.67% and 20%
Motor Vehicles	-	at 25.00% on cost
Furniture & Fittings	-	at various rates between 6.67% and 20%
IT Equipment	-	at 33.33% on cost
Land	-	not depreciated

\* - Reported in Land and Buildings (see Note 17 Tangible Fixed Assets)

A project is underway to separately disclose Building Improvements in the accounts for the year ended 31 December 2022.

Items costing less than £1,000 are written off as an expense when acquired.

**1.12 Allocation of Central Support Costs**

Central costs are allocated between the following categories: Investments, Schools, Fundraising, Event costs, Charity Services, Subsidiary and Support (including governance costs).

The method of allocation for costs, which cannot be specifically allocated to each category, is based on the time spent on each category by each management function. Allocations for the year ending 31 December 2021 are as follows:-

Type of expense	Management	Professional	Establishment	Other	Total
Method of allocation	Time	Usage	Usage	Per capita	
Functions	£000's	£000's	£000's	£000's	£000's
Investments	83	224	1	248	556
Schools	318	79	10	347	754
Generating Voluntary Income	75	12	1	70	158
Events	58	9	-	11	78
Charity Services	531	84	3	198	816
Subsidiary	23	8	1	19	51
Support	241	99	2	103	445
<b>Total</b>	<b>1,329</b>	<b>515</b>	<b>18</b>	<b>996</b>	<b>2,858</b>

Support costs comprise the costs of running the Charity including strategic planning, internal and external audit, legal advice, Trustees expenses and all of the costs of complying with statutory requirements such as the preparation of statutory financial statements and meetings of the Trustee Body and its sub committees (note 13).

Charity Services costs comprise staff and other costs incurred in helping those in need including advising on their qualification for state benefits, preparing their cases for submission to the Charity Services committee, giving emotional support and arranging payments for agreed grants.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

### 1 . ACCOUNTING POLICIES (continued)

#### 1.13 Pension Costs

Teaching staff employed by the Licensed Trade Charity are eligible for membership of the Teachers' Pension Scheme, which is a national statutory contributory, defined benefit scheme administered by the Teachers' Pension Scheme, an agency of the Department for Education. Pension costs are assessed in accordance with the advice of the Government Actuary. Although this is a multi-employer scheme whose assets and liabilities are not separately identifiable, under the Charities SORP (FRS 102) it is treated as a defined contribution scheme with a charge to the accounts for the contributions paid and relevant disclosures about the scheme as a whole provided in note 27.

In addition, the Charity operates a defined benefit pension scheme for its non-teaching staff. This is funded by contributions at rates determined by independent, qualified actuaries. These contributions are invested separately from the Charity's assets and are charged to the Statement of Financial Activities and relevant disclosures about the scheme are provided in note 27.

The Charity is subject to the automatic enrolment legislation. All eligible employees of the Charity that do not join the appropriate final salary scheme are automatically enrolled into a group pension plan, with employer pension contributions charged to the Statement of Financial Activities in the year in which they arise.

#### 1.14 Investments

##### Listed investments

Investments are included in the financial statements at mid-market value as at the year end. Realised and unrealised gains and losses are recognised as they arise and are included separately in the Statement of Financial Activities.

##### Investment in Associate

As at 31st December 2021, the Charity holds a minority shareholding in an associate company, The Morning Advertiser Limited. The share of the associate's profits are shown as income from associate in the Consolidated Statement of Financial Activities.

The Charity's interest is recorded as follows:

In the Consolidated Balance Sheet, shares at cost and minority reserves accumulated to date.

In the Charity's Balance Sheet, the cost of the shares in the associated company is shown.

#### 1.15 Investment Properties

Investment properties are stated at open-market valuation. Realised and unrealised gains and losses are recognised as they arise and are included separately in the Statement of Financial Activities.

#### 1.16 Stocks

School books and other teaching materials are written off in the year of acquisition.

#### 1.17 Debtors

Trade debtors, other debtors and prepayments are recognised at their settlement amount.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**1 . ACCOUNTING POLICIES (continued)**

**1.18 Creditors and provisions**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are recognised at their settlement amount.

**1.19 Advance Fee Plan Scheme payments**

Amounts received under the school's advance fee plan scheme which have not been used to settle school fees are recognised as deferred income within current liabilities where education will be provided within one year of the reporting date and within non-current liabilities where education will be provided in subsequent years.

**1.20 Financial Instruments**

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. The basic instruments are held at amortised cost and at fair value (note 31).

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**2 . NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES**

The Charity has one wholly owned trading subsidiary, Elvian Limited. Elvian Limited pays its taxable profits to the Charity under a deed of covenant and its audited financial statements are filed with the Registrar of Companies. The Company has not recognised a corporation tax charge in the year as taxable profits will be distributed in full to the parent charity within nine months of the year end and charitable donations relief will be claimed under Part 6 (s189) of the Corporation Tax Act 2010 .

Elvian Limited's audited results are as follows:

Profit and Loss Account	2021 £	2020 £
Turnover	400,320	243,706
Cost of sales	<u>(86,356)</u>	<u>(81,769)</u>
Gross profit	313,964	161,937
Administration costs	(153,070)	(110,845)
Net profit	<u>160,894</u>	<u>51,092</u>
Profit gifted to parent charity under deed of covenant	(160,894)	(51,092)
Profit retained in subsidiary	<u><u>-</u></u>	<u><u>-</u></u>

**3 . NET INCOME FROM TRADING ACTIVITIES OF ASSOCIATE COMPANY**

The Charity has a 25% shareholding in The Morning Advertiser Limited (MA Ltd). The principal activity of this company is the publication of a fortnightly trade journal "The Morning Advertiser" which the Charity had managed for 200 years before transferring its management to William Reed Publishing Ltd in 2000.

The Morning Advertiser Limited's unaudited results are as follows:

	2021 £	2020 £
Revenue	1,441,571	2,268,245
Cost of sales	<u>(990,815)</u>	<u>(942,972)</u>
Gross profit	450,756	1,325,273
Overhead costs	(278,956)	(913,033)
Profit for the year	<u>171,800</u>	<u>412,240</u>
Reserves brought forward	5,062,204	4,649,964
Dividend paid in year	-	-
Reserves carried forward	<u><u>5,234,004</u></u>	<u><u>5,062,204</u></u>

The Charity's share of the total profit for the year resulting from its investment in MA Ltd is £42,950 (2020: £103,059). No dividend income was received from MA Ltd during the year.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**4 . DONATIONS AND LEGACIES**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Donations	<u>544,754</u>	<u>84,685</u>	<u>629,439</u>	1,253,833

In 2020, of the donations and legacies income, £1,155,684 related to restricted Funds and £98,149 related to unrestricted Funds.

**5 . FUNDRAISING AND EVENTS INCOME**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Fundraising and events income	<u>-</u>	<u>7,031</u>	<u>7,031</u>	<u>30,541</u>

In 2020, all amounts related to unrestricted Funds.

**6 . INVESTMENT INCOME**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Rental income	-	133,539	133,539	130,586
Income from investments	-	956,190	956,190	971,751
Bank deposit interest	-	40	40	4,748
	<u>-</u>	<u>1,089,769</u>	<u>1,089,769</u>	<u>1,107,085</u>

In 2020, all amounts related to unrestricted Funds.

**7 . OTHER INCOME**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Coronavirus job retention scheme	-	67,486	67,486	544,425
Other	-	238,532	238,532	227,015
	<u>-</u>	<u>306,018</u>	<u>306,018</u>	<u>771,440</u>

In 2020, all amounts related to unrestricted Funds.

**8 . COSTS OF GENERATING VOLUNTARY INCOME**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Staff costs	-	75,356	75,356	78,748
Administration and depreciation	-	82,929	82,929	63,250
	<u>-</u>	<u>158,285</u>	<u>158,285</u>	<u>141,998</u>

In 2020, all amounts related to unrestricted Funds.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**9 . COST OF EVENTS**

	<b>Restricted Funds 2021 £</b>	<b>Unrestricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>	<b>Total Funds 2020 £</b>
Staff costs	-	57,781	57,781	35,147
Administration and depreciation	-	20,557	20,557	12,760
	<u>-</u>	<u>78,338</u>	<u>78,338</u>	<u>47,907</u>

In 2020, all amounts related to unrestricted Funds.

**10 . INVESTMENT MANAGEMENT COSTS**

	<b>Restricted Funds 2021 £</b>	<b>Unrestricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>	<b>Total Funds 2020 £</b>
Investment advice	-	171,587	171,587	163,396
Property charges	-	37,429	37,429	36,140
Interest paid on loan for investments	-	232,231	232,231	251,474
Staff costs	-	82,730	82,730	77,306
Administration and depreciation	-	32,396	32,396	36,890
	<u>-</u>	<u>556,373</u>	<u>556,373</u>	<u>565,206</u>

In 2020, all amounts related to unrestricted Funds.

**11 . COST OF RUNNING SCHOOLS**

	<b>Restricted Funds 2021 £</b>	<b>Unrestricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>	<b>Total Funds 2020 £</b>
Staff costs	-	11,314,140	11,314,140	11,764,415
Catering and cleaning	-	1,546,207	1,546,207	1,282,144
Establishment costs	-	475,748	475,748	352,754
Administration, loss on disposal and depreciation	57,834	4,381,905	4,439,739	4,827,596
Other costs	800	1,058,517	1,059,317	935,479
	<u>58,634</u>	<u>18,776,517</u>	<u>18,835,151</u>	<u>19,162,388</u>

In 2020, of the cost of running schools, £69,032 related to restricted Funds and £19,093,356 related to unrestricted Funds.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**12 . CHARITY SERVICES**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Staff costs	-	530,990	530,990	515,069
Administration and depreciation	-	285,496	285,496	313,524
	<u>-</u>	<u>816,486</u>	<u>816,486</u>	<u>828,593</u>

In 2020, £6,000 related to restricted Funds and £822,593 related to unrestricted Funds.

**13 . SUPPORT COSTS**

	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
<b>Governance costs</b>				
Auditor's remuneration		26,760	26,760	27,036
Auditor's remuneration - non audit		3,174	3,174	5,514
Other committee expenses		3,559	3,559	3,066
Trustees' allowances - chairman		1,590	1,590	765
Trustees' travel expenses		14,951	14,951	10,625
<b>Other support costs</b>				
Legal and professional		62,730	62,730	48,818
Bank charges and interest		429	429	655
Staff costs		239,887	239,887	225,242
Administration and depreciation		91,661	91,661	54,439
	<u>-</u>	<u>444,741</u>	<u>444,741</u>	<u>376,160</u>

In 2020, all amounts related to unrestricted Funds.

**14 . TOTAL RESOURCES EXPENDED**

	Staff Costs £	Depreciation £	Other Costs £	2021 £	2020 £
School running costs	10,995,860	1,759,851	5,325,758	18,081,469	18,338,293
School support costs	318,280	116,923	318,479	753,682	824,095
Investment costs	82,730	6,908	466,735	556,373	565,206
Cost of trading subsidiary	23,869	8,209	207,348	239,426	192,614
Fundraising events	57,781	4,825	15,732	78,338	47,907
Support costs	239,887	20,031	184,823	444,741	376,160
Grants	-	-	1,024,188	1,024,188	1,561,033
Bursaries	-	-	362,188	362,188	301,115
Charity Services costs	530,990	44,338	241,158	816,486	828,593
Costs generating voluntary income	75,356	6,292	76,637	158,285	141,998
	<u>12,324,753</u>	<u>1,967,377</u>	<u>8,223,046</u>	<u>22,515,176</u>	<u>23,177,014</u>

All grants are paid to individuals in line with our objectives.

**15 . STAFF COSTS**

	2021 £	2020 £
Wages and salaries	9,005,396	9,652,554
Social security	884,843	935,008
Pension costs	1,996,524	1,483,992
Re-organisation costs	28,795	188,985
Other staff costs	409,195	442,151
	<u>12,324,753</u>	<u>12,702,690</u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**15 . STAFF COSTS (continued)**

Employee emoluments	2021	2020
£ 60,000 - £ 70,000	5	5
£ 70,000 - £ 80,000	2	3
£ 80,000 - £ 90,000	1	1
£ 90,000 - £100,000	1	1
£100,000 - £110,000	2	3
£130,000 - £140,000	1	0
£150,000 - £160,000	1	1
£230,000 - £240,000	1	0
£240,000 - £250,000	0	1

Employee emoluments include remuneration and benefits-in-kind, as defined for taxation purposes. All the employees except for three in the above emolument bands are members of defined benefit pension schemes.

The Charity considers its key management personnel to comprise of the Trustees and the Chief Executive, Executive Director Education and Operations, Finance Director, HR Director, Director of SEN and Principal of LVS Ascot. The total employment benefits including employer national insurance and pension contributions of the key management personnel were £951,120 (2020: £947,714).

No Trustees received any remuneration in 2021 and 2020. During the year expenditure of £16,541 (2020: £11,390) was re-imbursed to or paid on behalf of nineteen Trustees.

The average number of employees analysed by function is as follows:

	2021	2020
Direct charitable expenditure:		
School	273	283
Other	1	1
	<u>274</u>	<u>284</u>
Fundraising and publicity	4	5
Welfare	6	6
Management and administration	22	26
	<u>32</u>	<u>37</u>
	<u><u>306</u></u>	<u><u>321</u></u>

**16 . REALISED AND UNREALISED INVESTMENT GAINS & LOSSES**

	2021	2020
	£	£
Unrealised gains on investment revaluation	1,566,765	3,085,786
Realised gains/(losses) on sale of investments	1,701,643	(2,626,970)
	<u><u>3,268,408</u></u>	<u><u>458,816</u></u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**17 . TANGIBLE FIXED ASSETS**

	Land and Buildings £	Motor Vehicles £	Equipment, Fixtures and Fittings £	Total £
<b>Group</b>				
<b>Cost</b>				
At 1 January 2021	49,101,425	409,799	3,331,766	52,842,990
Additions	481,806	70,899	426,468	979,173
Disposals	(247,388)	(107,713)	(145,599)	(500,700)
At 31 December 2021	<u>49,335,843</u>	<u>372,985</u>	<u>3,612,635</u>	<u>53,321,463</u>
<b>Depreciation</b>				
At 1 January 2021	19,052,891	269,027	1,736,311	21,058,229
Charge for the year	1,389,930	64,376	513,071	1,967,377
On disposals	(180,997)	(79,927)	(113,526)	(374,450)
At 31 December 2021	<u>20,261,824</u>	<u>253,476</u>	<u>2,135,856</u>	<u>22,651,156</u>
<b>Net book value</b>				
At 31 December 2021	<u>29,074,019</u>	<u>119,509</u>	<u>1,476,779</u>	<u>30,670,307</u>
At 31 December 2020	<u>30,048,534</u>	<u>140,772</u>	<u>1,595,455</u>	<u>31,784,761</u>
<b>Charity</b>				
<b>Cost</b>				
At 1 January 2021	49,101,425	409,799	3,331,766	52,842,990
Additions	481,806	70,899	426,468	979,173
Disposals	(247,388)	(107,713)	(145,599)	(500,700)
At 31 December 2021	<u>49,335,843</u>	<u>372,985</u>	<u>3,612,635</u>	<u>53,321,463</u>
<b>Depreciation</b>				
At 1 January 2021	19,052,891	269,027	1,736,311	21,058,229
Charge for the year	1,389,930	64,376	513,071	1,967,377
On disposals	(180,997)	(79,927)	(113,526)	(374,450)
At 31 December 2021	<u>20,261,824</u>	<u>253,476</u>	<u>2,135,856</u>	<u>22,651,156</u>
<b>Net book value</b>				
At 31 December 2021	<u>29,074,019</u>	<u>119,509</u>	<u>1,476,779</u>	<u>30,670,307</u>
At 31 December 2020	<u>30,048,534</u>	<u>140,772</u>	<u>1,595,455</u>	<u>31,784,761</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

### 18 . INVESTMENT IN ASSOCIATE COMPANY

In 2000, the Charity incorporated the assets of its publishing division The Licensee and Morning Advertiser and its trading company Pub, Club and Leisure Show Limited into The Morning Advertiser Limited.

The funding for the company was raised by the issue of shares and debentures. The shareholding at 31 December 2001 was £75 held by the Charity and £25 held by William Reed Holdings Limited.

In March 2002, William Reed Holdings Limited exercised its option to buy £50 of the Charity's shares in The Morning Advertiser Limited for £465,000 and both parties agreed to defer the maturity dates on their debentures from 2005 to 2010.

In March 2003, The Morning Advertiser Limited de-merged Pub, Club and Leisure Show Company Limited which has been dormant since its integration into The Morning Advertiser Limited and the Charity bought it for £1. The Pub, Club and Leisure Show Company Limited was dissolved on 21 August 2012.

Between 2001 and the rights issue in 2009, the losses incurred by The Morning Advertiser Limited were funded by the debentures and unsecured funding from William Reed Holdings Limited.

In 2009, shareholders decided to recapitalise The Morning Advertiser Limited by repaying its debentures and issuing a rights issue under the new percentage split of the shareholding. The Charity owned £404,813 of the debentures and its share of the £2 million rights issue was £500,000. The net payment into The Morning Advertiser Limited was therefore £95,117 with the Charity accepting £500,000 shares in exchange for surrendering £408,813 debentures. This has been used partly to finance The Morning Advertiser Limited and partly to repay the unsecured loan to William Reed Holdings Limited.

In the Consolidated Balance Sheet, the value of the Charity's investment in The Morning Advertiser Limited as at 31 December 2021 is represented by the cost of its shares of £500,025 and its minority share of reserves at 31 December 2021 of £808,476 totalling £1,308,501. In the Charity's Balance Sheet, only the cost of £500,025 is shown.

Initially the Trustees considered the venture with William Reed Holdings Limited to be a joint venture but following the disposal of their majority holding, now regard it as an associate company and adopt the treatment required by the Charities SORP (FRS102).

The Morning Advertiser Limited has a 31 March year end and therefore results shown in note 3 are based on management accounts and statutory financial statements information to bring them in line with the Charity's year end.

### 19 . INVESTMENT IN SUBSIDIARY

As detailed in note 2, the Charity is the parent company of Elvian Limited with a shareholding of £5,000.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**20 . INVESTMENTS AND INVESTMENT PROPERTIES**

	2021 £	2021 £	2020 £
<b>STOCK MARKET</b>			
The mid-market value of the investments were:		<b>24,950,771</b>	23,678,431
Details of cost are shown below:			
At 1 January 2021	<b>20,536,850</b>		
Additions	<b>7,392,032</b>		
Disposals	<b>(5,811,704)</b>		
At 31 December 2021	<b><u>22,117,178</u></b>		
 <b>PROPERTY FUNDS</b>			
The mid-market value of the investments were:		<b>14,818,243</b>	12,969,742
Details of cost are shown below:			
At 1 January 2021	<b>12,939,892</b>		
Additions	-		
Disposals	-		
At 31 December 2021	<b><u>12,939,892</u></b>		
 <b>TOTAL INVESTMENTS</b>		<b><u>39,769,014</u></b>	<u>36,648,173</u>
 <b>INVESTMENT PROPERTIES</b>			
The mid-market value of the investments were:		<b>4,832,500</b>	4,832,500
Details of cost are shown below:			
At 1 January 2021	<b>2,050,771</b>		
Additions	<b>43,723</b>		
Disposals	<b>(69,975)</b>		
At 31 December 2021	<b><u>2,024,519</u></b>		
 <b>TOTAL INVESTMENTS AND INVESTMENT PROPERTIES</b>		<b><u>44,601,514</u></b>	<u>41,480,673</u>

All residential investment properties were professionally valued during the year to 31 December 2020, and their values have remained unchanged in the year to 31 December 2021.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**21 . DEBTORS**

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	3,781,028	3,414,427	3,760,612	3,404,830
Due from subsidiary	-	-	442,472	130,634
Other debtors	249,516	183,616	248,540	183,616
Prepayments	952,955	866,133	952,955	855,135
	<b>4,983,499</b>	4,464,176	<b>5,404,579</b>	4,574,215

Debtors include a loan of £47,647 (2020: £47,647) to the Hilda Webber Trust. This loan is to provide capital repairs to a property from which the Charity will benefit in the will, to which the Charity's Chief Executive is an Executor.

**22 . CREDITORS**

**Amounts falling due within one year**

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank loans	608,742	588,959	608,742	588,959
Trade creditors	448,939	478,379	448,939	478,379
Due to subsidiary	-	-	-	-
Other taxation and social security	254,681	250,158	254,681	250,158
Other creditors and accruals	2,113,414	2,415,185	2,093,131	2,396,960
Deferred income	6,511,545	6,532,650	6,511,545	6,532,650
	<b>9,937,321</b>	10,265,331	<b>9,917,038</b>	10,247,106

**23 . Amounts falling due after more than one year**

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Bank loans	6,007,584	6,616,030	6,007,584	6,616,030
Deferred income	584,957	396,104	584,957	396,104
	<b>6,592,541</b>	7,012,134	<b>6,592,541</b>	7,012,134

Creditors include amounts not wholly repayable within 5 years as follows:

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Repayable by instalments	<b>6,007,584</b>	6,616,030	<b>6,007,584</b>	6,616,030

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**23 . Amounts falling due after more than one year (continued)**

The Allied Irish bank loan is secured on the Charity's Ascot site which represents 38% of the net book value of the property, which is included in the financial statements at £15,292,876. The Lloyds Bank loan is secured on the Charity's Hassocks site which represents 10% of the net book value of the property, which is included in the financial statements at £7,858,395.

Changes in the balance of deferred income are recognised in the Statement of Financial Activities during the year.

In July 2021 the Charity reduced its overdraft facility with SG Hambros from £5million to £1.5million. The facility, which is secured on the Charity's cash balances and investments held by SG Hambros, is in place for 12 months. The facility was not used during the year.

**24 . SUMMARY OF FUNDS**

	Brought Forward	Incoming Resources	Resources Expended	Gains / (Losses)	Transfers	Carried Forward
	£	£	£	£		£
General funds	62,188,432	22,827,080	(22,001,124)	5,669,358	34,103	68,717,849
Designated funds	229,770	-	-	-	(34,103)	195,667
Total unrestricted funds	<u>62,418,202</u>	22,827,080	(22,001,124)	5,669,358	-	<u>68,913,516</u>
Restricted funds	342,412	544,754	(514,052)	-	-	373,114
	<u><u>62,760,614</u></u>	<u><u>23,371,834</u></u>	<u><u>(22,515,176)</u></u>	<u><u>5,669,358</u></u>	<u><u>-</u></u>	<u><u>69,286,630</u></u>

Designated funds relate to amounts set aside by the Trustees for potential future payments to certain beneficiaries and does not meet the conditions to be recorded as a liability. During 2018 Sodexo made a capital investment of £399,000, which is being depreciated over the length of the contract.

	B/f	Income	Expenditure	Transfer to unrestricted funds	C/f
	£	£	£	£	£
<b>2021</b>					
Hardship Fund 2*	21,238	500,000	(438,792)	-	82,446
Hardship Fund 4*	794	-	-	-	794
Hardship Fund 5*	-	1,000	(970)	-	30
Hardship Fund 6*	-	5,000	(4,656)	-	344
Grant 2	6,805	-	-	-	6,805
Grant 3	15,000	15,000	-	-	30,000
Grant 4	-	1,000	(1,000)	-	-
Welfare Grant	-	10,000	(10,000)	-	-
Scholarships	5,333	-	-	-	5,333
Ascot School	-	2,600	(600)	-	2,000
Hassocks School	-	100	(100)	-	-
Oxford School	5,962	100	(100)	-	5,962
Sodexo Capital grants	287,280	-	(47,880)	-	239,400
Oxford dining room	-	9,954	(9,954)	-	-
	<u><u>342,412</u></u>	<u><u>544,754</u></u>	<u><u>(514,052)</u></u>	<u><u>-</u></u>	<u><u>373,114</u></u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**24 . SUMMARY OF FUNDS (continued)**

2020	B/f	Income	Expenditure	Transfer to unrestricted funds	C/f
	£	£	£	£	£
Community Fund	-	150,000	(150,000)	-	-
Hardship Fund 1*	-	250,000	(217,813)	(32,187)	-
Hardship Fund 2*	-	668,881	(647,643)	-	21,238
Hardship Fund 3*	-	4,489	(4,489)	-	-
Hardship Fund 4*	-	20,500	(19,706)	-	794
Hardship Fund 5*	-	19,500	(19,500)	-	-
Grant 1	-	24,464	(24,464)	-	-
Grant 2	3,242	21,900	(18,337)	-	6,805
Grant 3	-	15,000	-	-	15,000
Welfare Grant	-	10,000	(10,000)	-	-
Scholarships	-	8,000	(2,667)	-	5,333
Ascot School	-	9,290	(9,290)	-	-
Hassocks School	-	369	(369)	-	-
Oxford School	-	7,700	(1,738)	-	5,962
Sodexo Capital grants	335,160	-	(47,880)	-	287,280
Oxford dining room	-	9,955	(9,955)	-	0
	<u>338,402</u>	<u>1,220,048</u>	<u>(1,183,851)</u>	<u>(32,187)</u>	<u>342,412</u>

**Community Fund**

Restricted to the administration of the awards of community partnership grants via the Great British Pub awards in order to support the licensed trade industry through funding pub centred community projects during the COVID-19 pandemic.

**Hardship Funds \***

Donations received to be used to alleviate poverty and hardship endured by employees of the donors and their families resulting from the COVID-19 pandemic.

**Grant 1**

Restricted to current and ex-employees of a Pub Company. Grants are awarded by the Charity and reimbursed by the Pub Company.

**Grant 2**

Restricted to the provision of mental health training for managers in the licensed trade.

**Grant 3**

Restricted to funding the cost of awards made to sixth form pupils.

**Grant 4**

Restricted to funding a contribution towards the accommodation costs of an individual.

**Welfare Grant**

Restricted to grants awarded to individuals living in London.

**Sodexo Capital Grant**

Restricted expenditure relates to depreciation charges in respect of capital investment made by Sodexo.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**25 . ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	<b>Restricted Funds 2021 £</b>	<b>Unrestricted Funds 2021 £</b>	<b>Total Funds 2021 £</b>	<b>Total Funds 2020 £</b>
Tangible fixed assets	<b>239,400</b>	<b>30,430,907</b>	<b>30,670,307</b>	31,784,761
Fixed asset investments	-	<b>45,910,015</b>	<b>45,910,015</b>	42,746,224
Current assets	<b>133,714</b>	<b>10,645,456</b>	<b>10,779,170</b>	9,423,094
Creditors due within one year	-	<b>(9,937,321)</b>	<b>(9,937,321)</b>	(10,265,331)
Creditors due in more than one year	-	<b>(6,592,541)</b>	<b>(6,592,541)</b>	(7,012,134)
Pension scheme liability	-	<b>(1,543,000)</b>	<b>(1,543,000)</b>	(3,916,000)
	<b><u>373,114</u></b>	<b><u>68,913,516</u></b>	<b><u>69,286,630</u></b>	<b><u>62,760,614</u></b>

**26 . CONTINGENT ASSETS**

The Hilda Webber Trust was set up to allow for Hilda Florence Webber's niece to benefit from the accommodation and income generated from two properties in Hove, Sussex. On the death of her niece, the full ownership of the properties will be left to the Charity in Hilda Florence Webber's will to which the Charity's Chief Executive is an Executor.

**27 . PENSION COMMITMENTS**

The Charity participates in the Teachers' Pension Scheme (TPS) and the Licensed Trade Charity 1967 Life Assurance and Pension Scheme (LTC). The Charity makes contributions to both in accordance with recommended rates. These are both defined benefit schemes. In 2021, the cost of the contributions to these schemes was £1,872,530 (2020: £1,417,446) being £966,783 (2020: £1,026,532) to the TPS and £905,747 (2020: £390,914) to the LTC.

The schemes are accounted for differently as the assets and liabilities of the LTC scheme can be separately identified as belonging to the Licensed Trade Charity. This is not the case for the TPS scheme and only summary information as a whole is provided. During the year, the Charity contributed £119,660 (2020: £66,548) to their defined contribution scheme with Legal & General.

**Teachers' Pension Scheme**

The Charity participates in the TPS for its teaching staff. This is a multi-employer defined benefits pension scheme and it is not possible or appropriate to identify the assets and liabilities of the TPS which are attributable to the Charity. As required by FRS 102 "Retirement Benefits", the Charity accounts for this scheme as if it were a defined contribution scheme.

The pension charge for the year includes contributions paid to the TPS of £952,917 (2020: £1,031,628) and contributions accrued at the year end £128,537 (2020: £114,671).

The TPS is an unfunded multi-employer defined benefits pension scheme governed by the Teachers' Pension Regulations 2010 and Teachers' Pension Scheme Regulations 2014. Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and pensions benefits are paid by public funds provided by Parliament.

The employer contribution rate is set following scheme valuations undertaken by the Government Actuary Department every 4 years. The latest valuation report for the TPS was prepared as at 31 March 2016 and published in March 2019. The report confirmed an employer contribution rate for the TPS of 23.6% from 1 September 2019. A new valuation as at 31 March 2020 is now underway but has yet to be published. Any changes required to contribution rates as a result of the 2020 valuation will be made in 2023.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**27 . PENSION COMMITMENTS (continued)**

**Teachers' Pension Scheme (continued)**

The Department for Education has also devolved the scheme administration costs to scheme employers in the form of an administration charge of 0.08% of the employers' salary costs which has resulted in a total employer payment of 23.68%.

**Licensed Trade Charity 1967 Life Assurance and Pension Scheme**

The Charity operates a defined benefit pension scheme providing benefits based on final pensionable pay. The assets of the Scheme are held separately from those of the Charity, and are invested in a range of funds. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees' working lives with the Charity. The contributions are determined by a qualified actuary on the basis of triennial valuations based on the projected unit method.

The triennial valuation in April 2020 showed a deficit of £1,761,000. Following this valuation the Charity agreed a deficit recovery plan. The Charity made an additional payment of £500,000 in February 2021, and agreed to make further additional payments of £250,000 in February 2022 and £250,000 in February 2023 should the scheme be in deficit at those time points. The scheme was not in deficit in February 2022 and therefore no additional contribution was required. Following the valuation the employer contribution rate was increased from 20.00% to 26.00% of pensionable earnings from 1 April 2021. The employer contribution rate will further increase to 31.00% in 2023.

In 2021, the FRS 102 valuation shows a deficit of £1,543,000 (2020: £3,916,000). The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investments and the rates of increase in pensionable salaries and pension payments. The assumptions adopted for the most recent actuarial valuation assumed that investment returns would increase by 3.48% per annum, pensionable salary increases would be 2% and 4% in January and September 2022 respectively and 3.48% per annum thereafter, future increases in pensions in payment would be 3.48% per annum and the discount rates would be 1.89% per annum.

The normal contribution for the period was £405,747 (2020: £390,914). During 2021, the Charity paid contributions to the Scheme at a rate of 20.00% of pensionable salaries until 31 March 2021 and 26.00% thereafter.

	2021 £	2020 £
Fair value of scheme assets	21,221,000	19,420,000
Present value of unfunded obligations	<b>(22,764,000)</b>	(23,336,000)
Net liability	<u><b>(1,543,000)</b></u>	<u><b>(3,916,000)</b></u>

Changes in the present value of the defined benefit obligation were as follows:

	2021 £	2020 £
Opening defined benefit obligation	23,336,000	19,563,000
Actuarial (gains) / losses	<b>(1,383,000)</b>	3,052,000
Current service cost	1,045,000	788,000
Employee contributions	18,000	13,000
Interest costs	316,000	408,000
Benefits paid	<b>(568,000)</b>	(488,000)
Closing defined benefit obligation	<u><b>22,764,000</b></u>	<u><b>23,336,000</b></u>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**27 . PENSION COMMITMENTS (continued)**

Changes in the fair value of scheme assets were as follows:

	£	£
Opening fair value of scheme assets	<b>19,420,000</b>	17,096,000
Actual return on scheme assets less expected return	<b>975,000</b>	1,898,000
Expected return	<b>264,000</b>	355,000
Benefits paid	<b>(568,000)</b>	(488,000)
Contributions paid by the Charity	<b>1,112,000</b>	546,000
Employee contributions	<b>18,000</b>	13,000
	<b><u>21,221,000</u></b>	<b><u>19,420,000</u></b>

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2021	2020
Equities	<b>24.00%</b>	26.00%
Diversified Growth Fund	<b>35.00%</b>	41.00%
Bonds	<b>2.00%</b>	0.00%
Other assets and cash	<b>39.00%</b>	33.00%

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2021	2020
Discount rate	<b>1.89%</b>	1.34%
Inflation	<b>3.48%</b>	3.05%
Rate of increase in salaries - year 1	<b>6.00%</b>	3.00%
Rate of increase in salaries - year 2 onwards	<b>3.48%</b>	2.50%
Limited price indexation pension increase capped at 5.0%	<b>3.35%</b>	2.98%
Limited price indexation pension increase capped at 2.5%	<b>2.26%</b>	2.13%

Amounts for the current and previous four periods are as follows:

Defined benefit pension schemes	2021 £	2020 £	2019 £	2018 £	2017 £
Defined benefit obligation	<b>(22,764,000)</b>	(23,336,000)	(19,563,000)	(17,034,000)	(17,073,000)
Scheme assets	<b><u>21,221,000</u></b>	<u>19,420,000</u>	<u>17,096,000</u>	<u>15,587,000</u>	<u>15,862,000</u>
Deficit	<b><u>(1,543,000)</u></b>	<u>(3,916,000)</u>	<u>(2,467,000)</u>	<u>(1,447,000)</u>	<u>(1,211,000)</u>
Experience adjustments on scheme liabilities	<b>(300,000)</b>	156,000	59,000	(9,000)	(273,000)
Experience adjustments on scheme assets	<b>975,000</b>	1,898,000	1,106,000	(758,000)	1,163,000

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**28 . RELATED PARTY TRANSACTIONS**

There were no related party transactions between the Charity and the Trustees during the year.

**29 . OPERATING LEASES COMMITMENTS**

At 31 December 2021 the Group had future minimum lease payments under non-cancellable operating leases.

	<b>2021</b>	<b>2020</b>
	£	£
Within one year	<b>240,140</b>	272,843
Later than one year but within five years	<b>239,071</b>	482,606
	<b>479,211</b>	755,449

**30 . CAPITAL COMMITMENTS**

At 31 December 2021 the Group had no capital commitments.

**31 . FINANCIAL INSTRUMENTS**

	<b>Group</b>		<b>Charity</b>	
	<b>2021</b>	2020	<b>2021</b>	2020
	£	£	£	£
Cash and cash equivalents	<b>5,795,671</b>	4,958,918	<b>5,349,307</b>	4,825,654
Financial assets measured at amortised cost	<b>4,030,544</b>	3,598,043	<b>4,451,624</b>	3,719,080
Financial assets measured at fair value	<b>39,769,014</b>	36,648,173	<b>39,769,014</b>	36,648,173
	<b>49,595,229</b>	45,205,134	<b>49,569,945</b>	45,192,907
Financial liabilities measured at amortised cost	<b>(9,433,360)</b>	(10,348,711)	<b>(9,413,077)</b>	(10,330,486)

Financial assets measured at amortised cost comprise trade debtors, amounts owed by group undertakings and other debtors.

Financial assets measured at fair value comprise listed investments.

Financial liabilities measured at amortised costs comprise bank loans, trade creditors, amounts owed to group undertakings and other creditors.





LICENSED  
TRADE  
CHARITY

**Licensed Trade Charity**

Heatherley, London Road  
Ascot, Berkshire SL5 8DR

Telephone

**01344 884440**

Email

**info@ltcharity.org.uk**

Website

**licensedtradecharity.org.uk**

Helpline

**0808 801 0550**

now open 24 hours 365 days per year

Registered Charity No. 230011

Design: Wave

Printed on recycled paper