

# LANTRA

England & Wales · Charity number 1022991

## Details

|                |                                                                                       |
|----------------|---------------------------------------------------------------------------------------|
| Other names    | ATB-LANDBASE LIMITED, LANTRA NATIONAL TRAINING ORGANISATION LIMITED, THE LANTRA TRUST |
| Status         | Registered                                                                            |
| Legal form     | Charitable company                                                                    |
| Company number | <a href="#">02823181</a>                                                              |
| Registered     | 1993-06-23                                                                            |
| Register       | <a href="#">View on the Charity Commission register</a>                               |

## Contact

|         |                                                                     |
|---------|---------------------------------------------------------------------|
| Address | Lantra<br>Lantra House<br>Stoneleigh Park<br>Nr Coventry<br>CV8 2LG |
| Phone   | 02476696996                                                         |
| Email   | <a href="mailto:accounts@lantra.co.uk">accounts@lantra.co.uk</a>    |
| Website | <a href="http://www.lantra.co.uk">www.lantra.co.uk</a>              |

## Activities

**Objects:** TO ADVANCE THE EDUCATION OF THE PUBLIC AND TO CARRY OUT AND CONDUCT EDUCATIONAL RESEARCH AND TO DISSEMINATE THE RESULTS OF THAT RESEARCH FOR THE PUBLIC BENEFIT.

**Activities:** THE CHARITY AIMS TO MAKE A DIFFERENCE BY HELPING BUSINESSES AND INDIVIDUALS UNDERSTAND THAT THROUGH THE DEVELOPMENT OF THE SKILLS BASE THEY CAN IMPROVE THEIR PERFORMANCE. ITS MAIN ACTIVITIES FOCUS ON DEVELOPING AND RECOGNISING THE SKILLS OF THE WORKFORCE AND DEVELOPING AND SUPPORTING A NETWORK OF TRAINING INSTRUCTORS AND PROVIDERS.

## Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** The General Public/mankind

## Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

| Period end | Income      | Expenditure | Assets     | Employees |
|------------|-------------|-------------|------------|-----------|
| 2025-03-31 | £13,500,960 | £13,246,562 | £6,684,830 | 145       |
| 2024-03-31 | £12,376,619 | £11,530,667 | £6,363,536 | 138       |
| 2023-03-31 | £11,738,937 | £10,994,483 | £5,540,093 | 133       |
| 2022-03-31 | £10,911,890 | £9,820,376  | £4,824,160 | 125       |
| 2021-03-31 | £7,683,301  | £7,454,529  | £3,654,952 | 120       |

## Trustees

| Name                         | Role  | Appointed  |
|------------------------------|-------|------------|
| Dr David George Llewellyn    | Chair | 2022-09-01 |
| Beth Brook                   |       | 2024-05-23 |
| Charles John Henning OBE     |       | 2018-08-02 |
| Claire Helen Toogood         |       | 2025-08-08 |
| Dr Emily Kate Pope           |       | 2025-08-08 |
| Euryn Morris Jones           |       | 2023-07-01 |
| Lee Osborne                  |       | 2025-08-08 |
| Patrick Joseph Griffin       |       | 2024-09-01 |
| Professor David John Roberts |       | 2021-07-01 |
| Trefor Morgan Owen           |       | 2023-07-01 |

**LANTRA**

England & Wales - Charity number 1022991

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# Accounts

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**LANTRA**  
(A Company Limited by Guarantee)  
**TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2025**

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|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                                              | Dr David Llewellyn, Chair<br>William Lyle Andrew (resigned 30 November 2024)<br>Sarah Batten (resigned 5 February 2025)<br>Alicja Blaszczyk, Board Intern Trustee (resigned 28 February 2025)<br>Beth Brook (appointed 23 May 2024)<br>Richard Clarke (resigned 23 May 2024)<br>Jane Craigie (resigned 23 May 2024)<br>Patrick Griffin (appointed 1 September 2024)<br>Charles John Henning OBE<br>Euryn Jones<br>Prof John Moverley (appointed 23 May 2024)<br>Lee Osborne (appointed 8 August 2025)<br>Trefor Owen<br>Dr Emily Pope (appointed 8 August 2025)<br>Martin Redfearn (resigned 31 July 2025)<br>Prof David Roberts<br>Helen Taylor (resigned 21 June 2024)<br>Claire Toogood (appointed 8 August 2025)<br>Dr Mary Thomson |
| <b>Company registered number</b>                             | 02823181                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Charity registered number and Scottish Charity number</b> | 1022991 and SC039039                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Registered office</b>                                     | Lantra House<br>Stoneleigh Park<br>Coventry<br>CV8 2LG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Company secretary</b>                                     | Robert M Tabor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Chief executive officer</b>                               | Marcus Potter (resigned 30 June 2025)<br>Nick Juba (appointed 1 June 2025)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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|                                       |                                                                                                                                   |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| <b>Independent auditor</b>            | Cooper Parry Group Limited<br>Statutory Auditor<br>Cubo Birmingham<br>4th Floor<br>Two Chamberlain Square<br>Birmingham<br>B3 3AX |
| <b>Bankers</b>                        | National Westminster Bank plc<br>Royal Priors<br>59 The Parade<br>Leamington Spa<br>CV32 4ZX                                      |
| <b>Solicitors</b>                     | Anthony Collins Solicitors<br>134 Edmund Street<br>Birmingham<br>B3 3ES                                                           |
| <b>Commercial Director</b>            | Robert Tabor                                                                                                                      |
| <b>Operations Director</b>            | David Cooke                                                                                                                       |
| <b>Human Resources Director</b>       | Rachel Campbell                                                                                                                   |
| <b>Director of External Relations</b> | Corrina Urquhart (resigned 25 October 2024)                                                                                       |

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**CHAIR'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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The land-based and environment sector makes up 6% of UK businesses and employs around 660,000 people. Perhaps more importantly, it provides 62% of the food we eat and is responsible for managing around 85% of UK land area, making it a vital contributor to mitigating climate change and improving environmental sustainability.

The sector is experiencing a challenging transition due to factors like post-Brexit policy changes, climate change impacts, and the need to adapt to evolving technologies, market conditions and labour shortages.

All of this reinforces the importance of Lantra's role in, understanding evolving skills needs and training requirements, attracting new entrants to our industries, and equipping them with the relevant skills through high-quality training and qualifications. In 2024-25 our Awarding Organisation certificated 135,715 individuals, an increase of 14% on the previous year.

Last year we reviewed our training portfolio to include up-to-date content on sustainability and related good practice. This year, a successful application to the UK Shared Prosperity Fund, has enabled us to take the next step, developing and piloting six introductory courses on aspects of sustainable land management.

The continued success of our awarding activities has allowed Lantra to increase its Investment in Skills, including 27% more spending on careers initiatives. This has enabled attendance at more careers events including the New Scientist Live as part of the "Future of Food & Agriculture" exhibit. Lantra has also partnered with Unifrog, a widely used online platform that supports students exploring post-school options. Lantra has created four videos showcasing career opportunities in our sector, which are shared on the Unifrog platform.

Investment in Skills from Lantra's own resources has been complemented by funding from the Scottish and Welsh governments and skills agencies, on whose behalf we have administered £3.76m predominantly to deliver subsidised training programmes for specific target groups. This demonstrates continued confidence in Lantra as a trusted delivery partner.

I should like to thank all of the Lantra staff for their dedication and professionalism, and I take this opportunity to particularly thank our former CEO, Marcus Potter who recently retired after eleven years' service to Lantra. My thanks also go to Lantra's Trustees, whose diligence and commitment helps provide clear strategic direction and appropriate oversight and governance for the organisation.

Lantra remains well-placed to support the land-based sector, helping to build the skilled workforce it needs to thrive in the face of rapid change. I look forward to working with our new CEO, Nick Juba, to continue this important work during the next stage of Lantra's development.



**Dr David Llewellyn**  
Chair  
Date: 05.09.25

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**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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The Trustees present their annual report, which incorporates the strategic report, with the audited financial statements for the year ended 31 March 2025.

**Trustees and advisors**

Details of Trustees and advisors are included on pages 1 and 2.

**Charity Registration Details**

Lantra is a registered charity in both England and Wales, and Scotland. Its registration details are as follows:

**Charity registration number:** 1022991  
**Scottish Charity number:** SC039039

**Principal Office**

Lantra House  
Stoneleigh Park  
Coventry  
Warwickshire  
CV8 2LG

**Charitable Remit**

Lantra is a registered charity and is committed to its charitable objectives, which are to advance the education of the public, carry out educational research and to disseminate the results of that research for the public benefit.

We achieve this through working in partnership with employers and other appropriate stakeholders to promote education, to deliver high-quality training, assessment and qualifications (through the Awarding Organisation) and by undertaking other work that meets the charitable objectives, where funding is available.

Furthermore, our aim for the future is to influence key policy decisions in the land-based and environmental sector through research-driven evidence and engagement with key industry stakeholders.

**Public benefit**

The Trustees have considered the Charity Commission's guidance in respect of Public Benefit and have had due regard to the guidance in setting the charity's objectives and activities. In their view the charity meets, in full, the criteria to satisfy the test. Approximately 136,000 individuals benefitted directly from Lantra's activities during the year, and Lantra's training, assessments and qualifications benefit a broad range of individuals and organisations.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Financial Review**

The financial statements show Lantra made a surplus of £321,733 (2024: £822,421). Upskill UK Limited made a profit of £156,105 (2024: £1,022). Upskill UK Limited's profit primarily arose from the formal waiver of an intercompany loan, which was written off in the period. This loan was written off in the charity in an earlier financial year. The decision has been made to transfer the residual activities of the company to Lantra, and to make the company dormant in 2025-26. Lantra Awards Limited did not trade in the 12 months to 31 March 2025.

The Group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

**Income**

Total income for the year was £13,500,960 (2024: £12,376,619). This was generated from the provision of education and training services to employers £9,479,386 (2024: 8,827,735), from grants and contracts secured from Government departments and agencies £3,602,049 (2024: £3,176,535), from investments £67,405 (2024: £40,067) and from other services provided £352,120 (2024: £332,282). Lantra does not undertake any fundraising activity.

All funds have been allocated to support charitable activities including costs associated with awarding and learner support, and general administrative expenditure.

**Expenditure**

The Group incurred total expenditure for the year of £13,246,562 (2024: £11,530,667). Payroll costs continue to be Lantra's largest expenditure. Staffing costs were 48% as a percentage of total expenditure (2024: 48%).

**Balance Sheet**

The total reserves of the Group increased from £6,363,536 at 31 March 2024 to £6,684,830 at 31 March 2025.

**Reserves policy**

During the year the Trustees reviewed the level of reserves which are held in order to:

- Underwrite funding of the Charity's activities against periods of deficit;
- Provide initial funding for the development of new services;
- Provide confidence to external funding agencies that the Charity is prudently controlled; and
- Discharge all the Charity's obligations should it cease operations.

Recent figures from the ITB Pension Funds indicate that there is no value at risk, however there is a potential liability arising from the Virgin Media case, which relates to having sufficient documentation in place. It is not currently possible to estimate the value due to ongoing legal proceedings.

The level of reserves held at 31 March 2025 for the Group was £6,684,830 (2024: £6,363,536) and for the Lantra company only £6,664,879 (2024: £6,343,146). Group reserves are presented in Note 18. There are no reserves which are in deficit at 31 March 2025. Restricted funds totalled £5,531 (2024: £5,511).

The reserves policy is reviewed every year to secure the continuation of the Charity's activities. A review has been undertaken at year-end and the reserves held are deemed to be sufficient for the Charity's purposes, taking into account the need to hold reserves against future developments, to finance improvement works at Lantra House and for potential wind-up costs if required. In line with the reserves policy, the Trustees' plan to continue to increase reserves steadily to facilitate the creation of an investment fund to support initiatives for the benefit of the sector.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Investment policy**

The investment policy of the Trustees is low-to-medium risk with the aim of securing the real value of assets. The Trustees made a long-term investment in a Total Return Fund during 2018 and another investment in a multi-asset portfolio during 2022. Lantra continues to hold these investments, however the investment in the Total Return Fund has since moved to a Charity Assets Trust Fund. There are no other material investments beyond bank deposits and its investments in group companies.

The investment policy is reviewed every year taking account of the Charity's assets and future cash requirements.

Lantra does not make any social investments.

**Interest rate risk**

The Charity considers movements in interest rates to be a key financial risk. The Trustees have considered this risk and decided to continue with the approach adopted last year by investing in a Charity Assets Trust Fund along with a multi-asset portfolio to spread the risk.

**Outlook**

The plan agreed by Trustees in 2020/21 focused on building sustainable income from training and qualifications, while maintaining capability to deliver other skills-related projects where funding is available. Both activities contribute to delivering our charitable objectives. Having reviewed the five-year strategy in 2024 Trustees believe that it remains viable and appropriate.

**Taxation status**

Lantra is a registered charity and is therefore exempt from paying corporation tax on its charitable activities and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exemption from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Lantra Awards Limited is dormant and not expected to trade in the foreseeable future and Upskill UK Limited will pay tax on profits to the extent that these are not gift aided back to the parent charity.

**Third party indemnity provision for Trustees**

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the Charity.

**Achievements and Performance**

**Attract and retain a diverse and competent industry workforce**

In Scotland the work of the Lantra team, funded by the Agriculture and Rural Economy Directorate of Scottish Government, focuses on promoting positive and rewarding career choices, influencing learning and training provision, and driving investment in learning and skills.

During the year the team in Scotland continued the highly successful 'ALBAS' (the Awards for Land-Based and Aquaculture Skills), showcasing achievements and promoting career opportunities. Finalists are invited to join the Lantra "Industry Champions" programme where they receive personal development in return for acting as careers ambassadors for their industries.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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The promotion of nature-based careers in Scotland is becoming increasingly important, helping to sustain economic growth in the rural and coastal communities, as well as to protect our natural environment and it is great that our own Industry Champions are helping us to spread this message even more widely.

VirtRural was delivered in November, timed to coincide with the national Careers Week so it could be promoted alongside other events happening during that time. We had a wide range of industry speakers, and the video had 17K views on Facebook and Instagram.

In Scotland, the team also supported Powering Futures to work with 1,700 pupils on a 'Challenges', including one focussed on increasing young people's engagement with the great outdoors. We attended 12 of the final presentations and gained valuable insights which will be further developed over the coming year.

To this end they also worked with Daydream Believers on the creation of and support for three school courses, "Forestopia", "SolarPunk Island" and "Seastory" which will creatively engage more young people with learning outdoors and in particular, forestry, food production and the marine environment.

In March we delivered an event for training provider organisations which took the form of themed talks which were followed by breakout discussions. There was also a training session for participants during the afternoon on branding and brand strategy. Many follow up conversations have been arranged with the speaker, and working more closely with the employability units of local authorities has been identified as a priority in next year's workplan.

We continued to deliver training funds on behalf of Scottish Government, Scottish Forestry and Future Woodlands, and started work on a new fund in partnership with NatureScot, aiming to support training in the area of Peatland Restoration. However, with the sudden loss of our much-loved colleague Jacky Carstairs, there is no doubt that this year has been one of the most challenging periods the Scotland Team have faced. Despite the terrible loss, we have kept working together and supporting each other and have managed to deliver on our objectives, and expand our reach into new project areas including pre-apprenticeships and research.

The Lantra team in Wales continue to support Lifelong Learning and Development through Farming Connect contracts for agriculture, forestry and horticulture businesses in Wales. The programmes focus on training and personal development for workers and business owners, while also supporting them in an increasingly volatile trading world and preparing farmers to access the new Welsh Government Sustainable Farming Scheme commencing in 2026. The team have developed and piloted 6 new Sustainable Land Management training courses which will be mainstreamed during 2025 across the UK.

Lantra Wales staff have contributed to the collection of Labour Market Information to help inform the "Skills for the next generation of farmers in Wales" report and the roll out of additional bilingual Careers information within the Lantra website.

Further, our careers website and engagement through our brand promotion activities further helps to raise awareness of roles within the nature-based industry with the aim of attracting talent within this workforce.

**Train people to work safely, productively, and sustainably**

Lantra works with partners to help address skills challenges, reviewing apprenticeships and qualifications in partnership with industry and key agencies, as well as facilitating the development of short courses, to enhance productivity in the industry.

During the year we released 8 new qualifications as part of the standard product review process and updated the assessment content of 2 existing product suites, to make it valid and certifiable. We've also withdrawn 2 products so that our customers can understand our product portfolios more easily. This also gives us more time and resources to focus upon products that are more meaningful to our customers.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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Our move into e-learning also continues to pay dividends, with good sales throughout the year. Electronic assessment, using an online proctoring solution, continued to be an important solution throughout the year.

We are continuing to improve our relationships and information flows with our instructor and training provider network, while also increasing our delivery capacity across our course portfolio.

To support delivery through our accredited network, we recruited 73 new instructors, whilst also working closely with our existing instructor population to increase the number of days during the year when they are delivering Lantra courses.

During the year we completed development, trial and launch of a mobile application for instructors to use at the point of assessment, to submit results for certification earlier in the process.

We also fully launched the use electronic proof of skills cards (e-cards) across our products to accompany our electronic certificates (e-certificates) to distribute to learners as part of our expanding digital offering, in addition to the hardcopy versions which were still provided. We have recently launched updated technology to provide all learners with access to their skills records, e-cards and e-certificates through a single online portal.

Further enhancements were also made to our Awarding system, to improve the customer journey for our Training Providers, as part of ongoing improvement plans.

The Lantra team in Scotland continue to work with Scottish Government and SkillSeeder to help increase access to training, through the SkillsHub and the delivery of practical training funds such as the Women in Agriculture Training Fund, the Women in Forestry Training Fund, the Future Foresters Fund, the Next Generation Practical Training Fund and will soon launch a new Peatland Training Fund.

Lantra has had a static year in the volume of projects coming through for the development of National Occupational Standards (NOS), qualifications and frameworks, commissioned by Skills Development Scotland (SDS) on behalf of the devolved nations.

This year Lantra delivered £33,128 worth of outputs relating to NOS reviews (Animal Technology and Veterinary para-professional activities). Cleansing of 690 NOS related to Land use, Aquaculture, Tree/Forestry, Gamekeeping and Horticulture and a Welsh translation for 1 NOS suite (Trees and Timber).

We continued to deliver an End-Point Assessment (EPA) service, with 2,332 assessments conducted during the year, an increase from 2,001 the previous year. We also continued to work with Land Based Assessments Limited (LBAL) to forecast demand, develop assessment materials and build assessor capacity.

Our work in Veterinary Nursing progressed well last year and we had 205 learners attempt their OSCE assessments with a pass rate of 89.75%. A Level 2 Diploma in Veterinary Care and Animal Welfare qualification has been developed to offer providers an entry route into the Level 3 qualification and we have had existing and new providers sign up to offer this.

The first Lantra Veterinary Nursing Graduation Ceremony was held at St Mary's Guildhall in Coventry. The second ceremony will be held in July 2025 at Warwick University.

### **Encourage and support a commitment to Lifelong Learning**

Over the past 12 months, the number of visitors to the Careers Hub area, as well as the rest of the website, has seen a good increase in users visiting the site throughout 2024/25.

The Comms Team and Careers Team have been more strategic in driving users to all areas of the website, with targeted messaging in paid advertising and campaigns, focussing on a commitment to lifelong learning. We have also been part of nationally significant campaigns such as, National Careers Week, National Apprenticeship

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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Week, and Farm Safety Week, to name a few.

The website continues to go through improvement works to enhance the user experience and ensure that all areas of the website reflect Lantra's remit and connect all services and products that Lantra offers. This in turn should support the continued increase in website users. This will further help Lantra's brand to be positioned as one that is committed to life-long learning and ensuring workforces in the land-based sector remains safe, productive, and sustainable. This will ensure audiences go to Lantra as the leading organisation for the land-based and environment sector for careers, skills, and qualifications.

Furthermore, the validity of our training courses expires after five years in the majority of cases, encouraging learners to refresh their skills through attendance at an appropriate training course, therefore ensuring that learner skills remain current.

### **Our People**

We achieved the "Gold" accreditation in Investors in People assessment during late 2024. During the year we retained the "One to Watch" category in the "Times Best Companies" survey, with many areas of the business reaching One, Two or Three Star ratings.

Staff engagement surveys returned overall scores of 76% and 80% in quarters 1 and 3 respectively, which is testament to the level of activity completed to ensure high levels of involvement and enthusiasm of our employees in their work and workplace.

### **Sustainability**

During the year work was carried out to re-roof Lantra House Head Office, including additional insulation. Following a preparatory study by NFU Energy, sixty-eight solar PV panels have also been installed on the roof providing about a third of the electricity for the building. The balance of electrical energy continues to be sourced from a green energy supplier.

Further opportunities to improve the environmental performance of the building will be explored as part of an internal refurbishment programme to be carried out during 2025-26.

Following on from the training needs analysis undertaken last year, Lantra has worked with an online training developer, Veri-Connect, to develop three eLearning courses which are currently being rolled out to all staff in the business.

The Sustainability Action Plan will be reviewed during the forthcoming financial year and will be informed by the bi-annual recalculation of Lantra's carbon emissions footprint.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Key Performance Indicators**

In addition to financial performance metrics, the following key performance indicators are monitored by the charity to measure our success:

- Number of learners certificated and End Point Assessments (EPAs);
- Number of instructors supporting the training infrastructure;
- Assurance activity to ensure quality training delivery;
- Customer satisfaction and number of complaints;
- Internal processing efficiency; and
- Staff engagement, absence and turnover.

As described throughout the Trustees' Report, through the monitoring of these indicators the Trustees are satisfied that Lantra is performing strongly.

**Plans for the future**

As outlined in our strategy report which was agreed by the Board in November 2024 in order to deliver on this mission it has been agreed that Lantra's strategy should focus on the following priorities:

1. Understanding skills and related issues;
2. Delivering skills solutions that address these needs; and
3. Influencing policy and attracting funding for the solutions industry needs.

To underpin and deliver on these activities, we will raise Lantra's profile so that industry and wider stakeholders are aware of the contribution Lantra can make.

These activities will principally be paid for through trading income, therefore the scope, pace and sustainability of these elements depends critically on the availability of surpluses from trading.

**Governance and management**

**Governing document**

The Charity (Lantra) is a company, limited by guarantee and incorporated on 2 June 1993. It has no share capital. Its Memorandum and Articles of Association were last updated on 7 February 2019. The Charity has two wholly owned subsidiaries, each governed by their own Memorandum and Articles of Association.

- Lantra Awards Limited; a charity whose business was transferred into Lantra on 1 July 2011 and is now dormant; and
- Upskill UK Limited; a company incorporated on 28 August 2007, originally established to pursue commercial opportunities. The decision has been taken to allow the company to become dormant following the year end, with no further operational activity planned.

The term 'Group' refers to the combined activity of Lantra and its subsidiaries.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Appointment of Trustees**

Trustees are appointed independently with recruitment and selection based on an assessment of the skills and experience needed. This assessment is updated regularly. Recruitment is planned to replace Trustees as their term of office expires and to fill casual vacancies as they arise.

**Trustee induction and training**

Incoming Trustees receive induction to ensure that they understand the charitable aims and strategic objectives of the Charity as well as the operation of the business and the duties and responsibilities of a Trustee. Performance of the Board and of individual Trustees is reviewed on an annual basis. Training and development is undertaken to ensure that knowledge and skills are appropriately maintained.

**Governance structure**

The governance structure consists of the main Board supported by the Audit and Quality Committee and the Remuneration Committee.

The Board of Trustees is comprised of not less than seven nor more than thirteen competent individuals. Trustees who served during the year were:

Dr David Llewellyn (Chair)  
William Lyle Andrew (resigned 30 November 2024)  
Sarah Batten (resigned 5 February 2025)  
Alicja Blaszczyk; Board Intern Trustee (resigned 28 February 2025)  
Beth Brook (appointed 23 May 2024)  
Richard Clarke (resigned 23 May 2024)  
Jane Craigie (resigned 23 May 2024)  
Patrick Griffin (appointed 1 September 2024)  
Charles John Henning OBE  
Euryn Jones  
John Moverley (appointed 23 May 2024)  
Lee Osborne (appointed 8 August 2025)  
Trefor Owen  
Dr Emily Pope (appointed 8 August 2025)  
Martin Redfearn (resigned 31 July 2025)  
Prof David Roberts  
Helen Taylor (resigned 21 June 2024)  
Claire Toogood (appointed 8 August 2025)  
Dr Mary Thomson

The Board of Trustees meets at least on a quarterly basis to ensure that the Charity is meeting its charitable objectives and remains financially sound. Trustees provide the strategic direction for the Charity and agree operational plans which are implemented by the Executive Team. Trustees regularly monitor strategic and operational performance through regular reports against agreed metrics and targets.

The Chief Executive and Senior Staff who served during the period were:

Marcus Potter; Chief Executive Officer  
Robert Tabor; Commercial Director  
David Cooke; Operations Director  
Rachel Campbell; Human Resources Director  
Corrina Urquhart; Director of External Relations (resigned 25 October 2024)

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Pay and remuneration of key management**

The remuneration of all staff including key management is benchmarked using local market data and inflation. Based on this benchmark the key management team receive pay rises in line with all other staff in the Charity.

In addition, key management receive a bonus based on the achievement of performance targets set by the Trustees at the beginning of the year. Parameters to the organisational pay review are set by the Remuneration Committee which also scrutinises individual pay rises and performance bonuses of key management.

During the year an all-staff performance payment to reward staff for Lantra's overall corporate performance was agreed.

**Risk management and internal control**

The Trustees, through the Audit and Quality Committee, undertake a regular review of risks to ensure that appropriate measures are in place to control and mitigate them. The risk register is reviewed quarterly by the Audit and Quality Committee. The Board and the Audit and Quality Committee also consider any risks which may arise as a result of new activities or areas of work being considered by the Charity.

Lantra seeks to maintain a sound system of internal control to safeguard assets and resources and support the achievement of its charitable objectives. Our internal control processes have been in place for the whole of the year ending 31 March 2025 and are designed to manage risks rather than eliminate them. Lantra's system of internal control involves an ongoing process to identify and evaluate the nature and extent of the main risks which could affect achievement of our objectives, and to manage them efficiently, effectively and economically.

Key features of the system of internal control are:

Procedures for identifying the organisation's key risks in relation to its objectives:

- Review and maintenance of the internal control strategy and risk management policy;
- Involvement of all senior managers to identify, assess and control risks, including consideration of risks at management meetings; The allocation of risk ownership;
- The use of internal audit and quality systems compliant with ISO 9001:2015;
- Procedures for ensuring that aspects of risk management and internal control are regularly reviewed and reported on;
- Systems for ensuring compliance with specific regulations or procedures laid down by key external parties;
- The Audit and Quality Committee reviews the systems and procedures in place against the risk schedule to provide guidance to the Executives; and
- The main risks and associated mitigation plans are reviewed by the Board on a quarterly basis.

The key risks facing the organisation are:

**1. Insufficient delivery capacity/coverage – Vet Nursing Providers**

Mitigation plan: Receiving approval from Royal College of Veterinary Surgeons (RCVS) has helped to mitigate this risk initially, along with efficient and effective delivery of the Vet Nursing qualification to build the Lantra brand in this specialist area. Further activity is planned to bring new centres onboard for the future, managed through relationship development and a sales pipeline, along with ongoing general brand awareness in the relevant industries.

**2. Loss of Project Fundings**

Mitigation plan: This is mitigated through competent delivery of existing work, careful review of costing, along with quality bid writing and peer review from internal colleagues.

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**3. Cyber Attack**

Mitigation plan: Ensuring the latest preventative technology and knowledge is in place throughout the organisation, along with technical testing to understand our levels of resilience provide Lantra with the necessary control.

**Health and safety**

Lantra has an identified Health and Safety Officer and a network of health and safety representatives across the organisation to maintain standards. Health and safety are regularly reported on and reviewed both by management and by the Board of Trustees.

**Scottish Activity**

The Office of Scottish Charity Regulator (OSCR) requires certain additional information to be provided regarding Lantra's operation in Scotland, which is laid out in the paragraphs below.

The aims and objectives of Lantra in Scotland are consistent with those for the rest of the UK. Lantra operates across all four countries of the UK, with key functions and support services provided from our head office. Lantra's team in Scotland undertakes a range of activities to support skills development in the land-based and aquaculture sector, including promotion of careers, celebrating the achievements of land-based learners (e.g. at the Royal Highland Show and Land-Based and Aquaculture Learner of the Year Awards), and employer engagement to promote the benefits of training and development and to influence skills policies and funding. Lantra received £1,043,958 funding from Scottish institutions and incurred £542,848 of costs locally. These costs exclude support from non-Scotland-based staff.

**The Charity Governance Code**

The Board of Trustees has reviewed and discussed the Charity Governance Code and consider Lantra to be compliant with all seven principles of the Code.

The Board has agreed its five-year strategic plan for 2025-30 which sets out our clear purpose, vision and values. To ensure we deliver against these objectives we have created a series of key performance indicators and monitor performance against these at our Board meetings. These KPIs measure the effectiveness of the organisation on both an operational and a values basis. The Board is committed to adopting values and creating a culture which helps the organisation achieve its charitable purpose and has created a network of value ambassadors to drive our values throughout the organisation.

All our decisions are based on sound management information and are reviewed against our risk schedule. The Trustees are recruited for their skills and experience as well as their areas of specialism. Recruitment is undertaken against a skills and knowledge matrix and each Board meeting has a feedback session to enable the Board to identify learning and development opportunities in terms of Board effectiveness. The Board regularly has attendance by non-Trustees to assist in open and transparent communication.

**Use of Volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Statement of Trustees' responsibilities**

The Trustees (who are also Directors of Lantra for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity's SORP 2019 (FRS 102);
- Make judgements and accounting 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 Charitable Company and the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

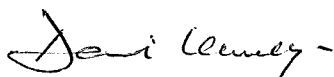
- So far as each Trustee is aware, there is no relevant audit information of which the Charitable Company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

After conducting the Lantra 5-year Audit Tender process in November 2022 Cooper Parry Group Limited were selected to continue in office and are willing to continue for the upcoming years.

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



**Dr David Llewellyn**

Chair

Date: 05.09.25

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA**

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**Opinion**

We have audited the financial statements of Lantra (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Parent Charitable Company Balance Sheet, the Consolidated Statement of Cash Flows, the Parent Charitable Company Statement of Cash Flows and notes to the financial statements, including 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 Charitable Company's affairs as at 31 March 2025 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Charitable Company'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.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the Parent Charitable Company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Parent Charitable Company for the purposes of company law) 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 Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focused on key laws and regulations the Group and Parent Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Education Act 2011, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Charitable Company and how the Group and Parent Charitable Company are complying with that framework, including an agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Charitable Company's control environment and how the Group and Parent Charitable Company have applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Charitable Company's risk assessment process, including the risk of fraud.
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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.

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 Parent Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Parent Charitable Company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Parent Charitable Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Cooper Parry Group Limited*

**Glen Bott (Senior Statutory Auditor)**

for and on behalf of

**Cooper Parry Group Limited**

Statutory Auditor

Cubo Birmingham

4th Floor

Two Chamberlain Square

Birmingham

B3 3AX

Date: *30 September 2025*

Cooper Parry Group Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**LANTRA**  
(A Company Limited by Guarantee)

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

|                                                            | Note | Restricted funds<br>2025<br>£ | Unrestricted funds<br>2025<br>£ | Total funds<br>2025<br>£ | Total funds<br>2024<br>£ |
|------------------------------------------------------------|------|-------------------------------|---------------------------------|--------------------------|--------------------------|
| <b>Income from:</b>                                        |      |                               |                                 |                          |                          |
| Charitable activities:                                     | 3,4  |                               |                                 |                          |                          |
| Awarding and Learning                                      |      | 20                            | 9,479,366                       | 9,479,386                | 8,827,735                |
| Grants and other Government contracts                      |      | -                             | 3,602,049                       | 3,602,049                | 3,176,535                |
| Other services provided                                    |      | -                             | 352,120                         | 352,120                  | 332,282                  |
| Investments                                                | 5    | -                             | 67,405                          | 67,405                   | 40,067                   |
| <b>Total income</b>                                        |      | <b>20</b>                     | <b>13,500,940</b>               | <b>13,500,960</b>        | <b>12,376,619</b>        |
| <b>Expenditure on:</b>                                     |      |                               |                                 |                          |                          |
| Raising funds                                              |      | -                             | 9,588                           | 9,588                    | 8,921                    |
| Charitable activities                                      | 6    | -                             | 13,236,974                      | 13,236,974               | 11,521,746               |
| <b>Total expenditure</b>                                   |      | <b>-</b>                      | <b>13,246,562</b>               | <b>13,246,562</b>        | <b>11,530,667</b>        |
| <b>Net income before net gains/(losses) on investments</b> |      | <b>20</b>                     | <b>254,378</b>                  | <b>254,398</b>           | <b>845,952</b>           |
| Net gains/(losses) on investments                          | 14   | -                             | 66,896                          | 66,896                   | (22,509)                 |
| <b>Net movement in funds</b>                               |      | <b>20</b>                     | <b>321,274</b>                  | <b>321,294</b>           | <b>823,443</b>           |
| <b>Reconciliation of funds:</b>                            | 18   |                               |                                 |                          |                          |
| Total funds brought forward                                |      | 5,511                         | 6,358,025                       | 6,363,536                | 5,540,093                |
| Net movement in funds                                      |      | 20                            | 321,274                         | 321,294                  | 823,443                  |
| <b>Total funds carried forward</b>                         |      | <b>5,531</b>                  | <b>6,679,299</b>                | <b>6,684,830</b>         | <b>6,363,536</b>         |

All activities during the year are classed as continuing.

The Charity has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

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

The notes on pages 24 to 46 form part of these financial statements.

**LANTRA**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2025**

|                                                | Note | 2025<br>£               | 2024<br>£               |
|------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                         |                         |
| Tangible assets                                | 13   | 1,111,703               | 894,122                 |
| Investments                                    | 14   | 2,338,264               | 2,262,031               |
|                                                |      | <u>3,449,967</u>        | <u>3,156,153</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors                                        | 15   | 2,995,670               | 2,837,853               |
| Cash at bank and in hand                       | 22   | 1,569,636               | 1,972,245               |
|                                                |      | <u>4,565,306</u>        | <u>4,810,098</u>        |
| Creditors: amounts falling due within one year | 16   | (1,330,443)             | (1,602,715)             |
| <b>Net current assets</b>                      |      | <u>3,234,863</u>        | <u>3,207,383</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>6,684,830</u>        | <u>6,363,536</u>        |
| <b>Total net assets</b>                        |      | <u><u>6,684,830</u></u> | <u><u>6,363,536</u></u> |
| <b>Charity funds</b>                           |      |                         |                         |
| Restricted funds                               | 18   | 5,531                   | 5,511                   |
| Unrestricted funds                             | 18   | 6,679,299               | 6,358,025               |
| <b>Total funds</b>                             |      | <u><u>6,684,830</u></u> | <u><u>6,363,536</u></u> |

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

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



**Dr David Llewellyn**

Chair

Date: 05.09.25

The notes on pages 24 to 46 form part of these financial statements.

**LANTRA**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

**PARENT CHARITABLE COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2025**

|                                                | Note | 2025<br>£               | 2024<br>£               |
|------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                         |                         |
| Tangible assets                                | 13   | 1,111,703               | 894,122                 |
| Investments                                    | 14   | 2,338,366               | 2,262,133               |
|                                                |      | <u>3,450,069</u>        | <u>3,156,255</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors                                        | 15   | 2,995,670               | 2,837,853               |
| Cash at bank and in hand                       | 22   | 1,546,095               | 1,956,596               |
|                                                |      | <u>4,541,765</u>        | <u>4,794,449</u>        |
| Creditors: amounts falling due within one year | 16   | (1,326,955)             | (1,607,558)             |
| <b>Net current assets</b>                      |      | <u>3,214,810</u>        | <u>3,186,891</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>6,664,879</u>        | <u>6,343,146</u>        |
| <b>Total net assets</b>                        |      | <u><u>6,664,879</u></u> | <u><u>6,343,146</u></u> |
| <b>Charity funds</b>                           |      |                         |                         |
| Restricted funds                               | 18   | 5,531                   | 5,511                   |
| Unrestricted funds                             | 18   | 6,659,348               | 6,337,635               |
| <b>Total funds</b>                             |      | <u><u>6,664,879</u></u> | <u><u>6,343,146</u></u> |

The Parent Charitable Company's net movement in funds for the year was £321,733 (2024 - £822,421).

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

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



**Dr David Llewellyn**

Chair

Date: 05.09.25

The notes on pages 24 to 46 form part of these financial statements.

**LANTRA**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2025**

|                                                         | Note | 2025<br>£ | 2024<br>£ |
|---------------------------------------------------------|------|-----------|-----------|
| <b>Cash flows from operating activities</b>             |      |           |           |
| Net cash used in operating activities                   | 21   | (46,943)  | 269,407   |
| <b>Cash flows from investing activities</b>             |      |           |           |
| Interest and dividends received                         | 5    | 67,405    | 40,067    |
| Purchase of fixed assets                                | 13   | (423,071) | (408,037) |
| <b>Net cash used in investing activities</b>            |      | (355,666) | (367,970) |
| <b>Cash flows from financing activities</b>             |      |           |           |
| <b>Net cash provided by financing activities</b>        |      | -         | -         |
| <b>Change in cash and cash equivalents in the year</b>  |      | (402,609) | (98,563)  |
| Cash and cash equivalents at the beginning of the year  |      | 1,972,245 | 2,070,808 |
| <b>Cash and cash equivalents at the end of the year</b> | 22   | 1,569,636 | 1,972,245 |

The notes on pages 24 to 46 form part of these financial statements

**LANTRA**  
(A Company Limited by Guarantee)

**PARENT CHARITABLE COMPANY STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2025**

|                                                         | Note | 2025<br>£ | 2024<br>£ |
|---------------------------------------------------------|------|-----------|-----------|
| <b>Cash flows from operating activities</b>             |      |           |           |
| Net cash used in operating activities                   | 21   | (63,811)  | 258,234   |
| <b>Cash flows from investing activities</b>             |      |           |           |
| Interest and dividends received                         |      | 76,381    | 49,169    |
| Purchase of fixed assets                                | 13   | (423,071) | (408,037) |
| <b>Net cash used in investing activities</b>            |      | (346,690) | (358,868) |
| <b>Cash flows from financing activities</b>             |      |           |           |
| <b>Net cash provided by financing activities</b>        |      | -         | -         |
| <b>Change in cash and cash equivalents in the year</b>  |      | (410,501) | (100,634) |
| Cash and cash equivalents at the beginning of the year  |      | 1,956,596 | 2,057,230 |
| <b>Cash and cash equivalents at the end of the year</b> | 22   | 1,546,095 | 1,956,596 |

The notes on pages 24 to 46 form part of these financial statements

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**1. General information**

Lantra is a private limited company, limited by guarantee and incorporated and registered in England and Wales. Its company registration number is: 2823181. It is domiciled in England.

The Registered Office is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

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

Lantra meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention except that certain investments are held at market value.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Parent Charitable Company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis. The financial statements are prepared in Sterling (£), which is Lantra's functional currency and are rounded to the nearest whole pound.

The Parent Charitable Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

The financial statements have been prepared in accordance with all applicable laws and regulations for both, charities and companies.

**2.2 Going concern**

The financial statements have been prepared on a going concern basis. Lantra is considered to be a going concern on the basis that the group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

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**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.3 Incoming Resources**

All income is recognised when the Charity is legally entitled to it, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that the income will be received.

The following policies are applied to the specific categories of income:

**Income from grants and government contracts**

Grants and donations are recognised in the Statement of Financial Activities when the Charity becomes entitled to receipt, when receipt is probable and when the value can be reliably quantified.

Grants and contracts that have performance related conditions are recognised in the Statement of Financial Activities when performance conditions are satisfied.

Deferred income is recognised in the balance sheet when the Charity has received income in advance of performance related conditions being met.

Grants receivable for capital expenditure are maintained in a restricted fund to which depreciation of the relevant asset is charged.

**Interest and investment income**

Interest and investment income is accounted for when receivable by the Charity.

**2.4 Resources Expended**

All expenditure is accounted for on an accruals basis as a liability is incurred and has been classified under headings that aggregate all costs related to the category. Direct staff costs and overheads are allocated between charitable activities on the basis of estimated time spent on each project. Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with administration of the Charity and compliance with statutory requirements,

Support costs are allocated in proportion to the staff numbers incurred on the Charity's various activities.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

|                                  |   |                      |
|----------------------------------|---|----------------------|
| Long leasehold premises          | - | 4% per annum         |
| Office equipment                 | - | 20% to 33% per annum |
| Office Furniture                 | - | 20% per annum        |
| Software and website development | - | 33% per annum        |

**2.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.8 Creditors**

Trade and other creditors are recognised at the settlement amount due after any trade discounts offered. Accruals are valued at the amount accrued net of any trade discounts due.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.9 Financial Instruments**

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

Financial assets that are measured at fair value are valued based on valuations obtained at the year end. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

**2.10 Retirement benefits - Pension Scheme**

The Charity participates in the ITB Pension Funds, a defined benefit scheme, which is externally funded and has its own direct contribution stakeholder pension. The fund is valued at least every 3 years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary. The scheme operates as a pooled arrangement. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Charity.

In these circumstances, contributions are accounted for as if the scheme was a defined contribution scheme based on actual contributions paid through the year with the amount charged to the Statements of Financial Activities in respect of pension costs and other post-retirement benefits being the contributions payable in the year.

**2.11 Redundancy Costs**

The costs of making employees redundant are recognised in the period in which the redundancy is communicated to the employee. In cases where the redundancy is communicated prior to the year end but the employee does not leave until after the year end, the full costs of the redundancy are accrued.

**2.12 Leased assets**

Rentals paid under operating leases are charged to income on a straight-line basis over the term of the lease. Operating leases are where the risks and rewards of ownership remain with the lessor.

**2.13 Restricted funds**

Lantra receives some restricted income which can only be used for specified purposes as stated by the funder. Each type of restricted fund is accounted for and separately identified in the accounts.

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**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**2. Accounting policies (continued)**

**2.14 Unrestricted funds**

Unrestricted funds are incoming resources received or generated for charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes. Designated funds are unrestricted funds of the Charity which the trustees have decided at their discretion to set aside to use for a specific purpose. The aim and purpose of each designated fund is set out in the notes to the financial statements.

**2.15 Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing the Financial Statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

In relation to government contract income where we also have deferred income overlapping the financial year end, the income recognised matches the direct costs and any remaining contract funds are not recognised until the contract is complete. Accruals are mostly based on post year end events and depreciation rates are set based on industry norms and are consistent year on year.

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(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**3. Analysis of grants and other Government contracts**

|                                             | Unrestricted<br>funds<br>2025<br>£ | Unrestricted<br>funds<br>2024<br>£ |
|---------------------------------------------|------------------------------------|------------------------------------|
| Other Government contracts                  | 3,568,921                          | 3,144,185                          |
| Other Skills Development Scotland Contracts | <u>33,128</u>                      | <u>32,350</u>                      |
|                                             | <u><b>3,602,049</b></u>            | <u><b>3,176,535</b></u>            |

**4. Other services provided**

|                              | Unrestricted<br>funds<br>2025<br>£ | Unrestricted<br>funds<br>2024<br>£ |
|------------------------------|------------------------------------|------------------------------------|
| Apprenticeship certification | 34,723                             | 34,028                             |
| Room hire                    | 25,506                             | 24,819                             |
| Skills Manager sales         | 236,357                            | 228,374                            |
| Consultancy                  | 14,679                             | 45,061                             |
| Other                        | 40,855                             | -                                  |
|                              | <u><b>352,120</b></u>              | <u><b>332,282</b></u>              |

**5. Investment income**

|                                 | Unrestricted<br>funds<br>2025<br>£ | Total<br>funds<br>2025<br>£ | Total<br>funds<br>2024<br>£ |
|---------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Interest & dividends receivable | <u>67,405</u>                      | <u><b>67,405</b></u>        | <u>40,067</u>               |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**6. Analysis of total resources expended**

|                               | Direct costs            | Staff costs             | Support costs           | Total 2025               | Total 2024               |
|-------------------------------|-------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
|                               | £                       | £                       | £                       | £                        | £                        |
| <b>Charitable Activities:</b> |                         |                         |                         |                          |                          |
| Awarding and Learning         | 3,516,232               | 3,407,127               | 621,052                 | <b>7,544,411</b>         | 6,803,283                |
| Grants and Contracts          | 2,218,164               | 1,768,171               | 202,167                 | <b>4,188,502</b>         | 3,070,461                |
| Other services provided       | 132,957                 | 1,126,378               | 244,726                 | <b>1,504,061</b>         | 1,648,002                |
| <b>Total</b>                  | <b><u>5,867,353</u></b> | <b><u>6,301,676</u></b> | <b><u>1,067,945</u></b> | <b><u>13,236,974</u></b> | <b><u>11,521,746</u></b> |

- Staff costs have been allocated to activities based on the estimated time spent by staff members on those activities.
- Support costs have been allocated based on estimated time spent by staff members on those activities.

Total expenditure in the year was £13,236,974 (2024: £11,521,746) with £13,236,974 unrestricted (2024: £11,515,627) and £nil restricted (2024: £6,119).

**7. Support Costs**

|                              | Awarding & Learning   | Grants & Contracts    | Other services provided | 2025                    | 2024                  |
|------------------------------|-----------------------|-----------------------|-------------------------|-------------------------|-----------------------|
|                              | £                     | £                     | £                       | £                       | £                     |
| <b>Support Costs</b>         |                       |                       |                         |                         |                       |
| Repairs & Maintenance        | 30,568                | 10,015                | 12,123                  | <b>52,706</b>           | 31,094                |
| Depreciation                 | 74,950                | 24,553                | 29,722                  | <b>129,225</b>          | 141,394               |
| IT & Telephone               | 137,854               | 45,159                | 54,666                  | <b>237,679</b>          | 220,779               |
| Rent & Rates                 | 74,611                | 24,442                | 29,587                  | <b>128,640</b>          | 124,547               |
| General office               | 244,942               | 80,240                | 97,132                  | <b>422,314</b>          | 336,500               |
| Governance costs (see below) | <u>58,127</u>         | <u>17,758</u>         | <u>21,496</u>           | <b><u>97,381</u></b>    | <u>52,689</u>         |
| <b>Total</b>                 | <b><u>621,052</u></b> | <b><u>202,167</u></b> | <b><u>244,726</u></b>   | <b><u>1,067,945</u></b> | <b><u>907,003</u></b> |

The total depreciation charge of £162,651 is recorded as direct costs of £33,426 and support costs of £129,225.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

|                               | <b>Awarding &amp;<br/>Learning<br/>£</b> | <b>Grants &amp;<br/>Contracts<br/>£</b> | <b>Other<br/>services<br/>provided<br/>£</b> | <b>2025<br/>£</b>    | <b>2024<br/>£</b>    |
|-------------------------------|------------------------------------------|-----------------------------------------|----------------------------------------------|----------------------|----------------------|
| <b>Governance Costs</b>       |                                          |                                         |                                              |                      |                      |
| Audit & Account Prep. fees    | 17,567                                   | 4,494                                   | 5,439                                        | <b>27,500</b>        | 25,450               |
| Bad debts                     | 9,674                                    | 3,169                                   | 3,836                                        | <b>16,679</b>        | (4,933)              |
| Meeting and Board costs       | 10,910                                   | 3,574                                   | 4,327                                        | <b>18,811</b>        | 6,794                |
| Other Professional Fees       | 19,976                                   | 6,521                                   | 7,894                                        | <b>34,391</b>        | 25,378               |
| <b>Total Governance Costs</b> | <b><u>58,127</u></b>                     | <b><u>17,758</u></b>                    | <b><u>21,496</u></b>                         | <b><u>97,381</u></b> | <b><u>52,689</u></b> |

Costs are allocated based on the staff allocated to each activity.

**8. Auditor's remuneration**

|                                                                                                                          | <b>2025<br/>£</b>   | <b>2024<br/>£</b> |
|--------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|
| Fees payable to the Parent Charitable Company's auditor for the audit of the Parent Charitable Company's annual accounts | <b>17,500</b>       | 16,500            |
| Fees payable to the Parent Charitable Company's auditor in respect of:                                                   |                     |                   |
| Audit of subsidiary accounts                                                                                             | <b>2,100</b>        | 1,975             |
| Accounts preparation for Parent Charitable Company's                                                                     | <b>5,500</b>        | 3,975             |
| Corporation tax return preparation                                                                                       | <b>1,750</b>        | 1,650             |
| Other taxation fees                                                                                                      | <b><u>5,950</u></b> | <b><u>-</u></b>   |

**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**9. Staff costs**

|                          | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|--------------------------|--------------------|--------------------|----------------------|----------------------|
| Salaries and wages       | 5,159,821          | 4,589,090          | 5,159,821            | 4,589,090            |
| Social security costs    | 514,859            | 454,813            | 514,859              | 454,813              |
| Pension costs            | 251,366            | 215,772            | 251,366              | 215,772              |
| Restructuring costs      | 11,917             | 5,052              | 11,917               | 5,052                |
|                          | <b>5,937,963</b>   | 5,264,727          | <b>5,937,963</b>     | 5,264,727            |
| Travel/Subsistence       | 444,752            | 368,698            | 444,752              | 368,698              |
| Value of Benefit in Kind | (81,039)           | (73,906)           | (81,039)             | (73,906)             |
|                          | <b>6,301,676</b>   | 5,559,519          | <b>6,301,676</b>     | 5,559,519            |

The costs and liabilities in relation to the defined contribution pension scheme are allocated between activities on the same basis as staff costs. Direct staff costs including pensions are allocated directly to the activities that the staff work on, based on the estimated time that the employees have worked on the projects. Support staff pension costs are allocated in-line with all support costs.

Restructuring costs of £11,917 (2024: £5,052) made up of redundancy costs of £6,994 (2024: £5,052 (£8,249 redundancy costs in year, less £3,197 under accrual relating to 2023 costs.)) and a provision for settlement costs of £4,923 (2024: £nil). At the balance sheet date £4,923 was accrued in relation to restructuring costs that been agreed but had not been paid.

The average number of persons employed by the Group and Parent Charitable Company during the year was as follows:

|                       | Group<br>2025<br>No. | Group<br>2024<br>No. | Company<br>2025<br>No. | Company<br>2024<br>No. |
|-----------------------|----------------------|----------------------|------------------------|------------------------|
| Government Contracts  | 30                   | 28                   | 30                     | 28                     |
| Awarding and Learning | 80                   | 81                   | 80                     | 81                     |
| Central Services      | 35                   | 29                   | 35                     | 29                     |
|                       | <b>145</b>           | 138                  | <b>145</b>             | 138                    |

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**9. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

|                                 | Group<br>2025<br>No. | Group<br>2024<br>No. |
|---------------------------------|----------------------|----------------------|
| In the band £60,001 - £70,000   | 7                    | 4                    |
| In the band £70,001 - £80,000   | 1                    | 3                    |
| In the band £80,001 - £90,000   | 1                    | -                    |
| In the band £90,001 - £100,000  | -                    | 1                    |
| In the band £100,001 - £110,000 | 1                    | -                    |
| In the band £110,001 - £120,000 | 1                    | 1                    |
| In the band £150,001 - £160,000 | -                    | 1                    |
| In the band £160,001 - £170,000 | 1                    | -                    |

The number of higher paid staff to whom retirement benefits are accruing is 12 (2024: 10).

The total remuneration paid to key management personnel for their services provided to the Charity was £585,892 (2024: £582,348). Key management personnel comprise of the trustees and the Chief Executive and Senior Staff as detailed on pages 1 and 2.

**10. Trustees' remuneration and expenses**

During the financial year and in accordance with the Memorandum and Articles of Association of the Charity the sum of £12,500 was paid to David Llewellyn (2024: £12,500) for consultancy services which the Chair provided to the Board during the year. Pension contributions worth £nil were made on behalf of the Chair (2024: £nil). Pension contributions worth £nil were made on behalf of any other Trustee (2024: £nil).

During the year ended 31 March 2025, expenses totalling £22,327 were reimbursed or paid directly to 12 Trustees (2024: £8,335 to 13 Trustees) for meeting and travel expenses.

**11. Support of volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses. It is difficult to put a value on this contribution.

**12. Net income attributable to the parent company**

The entity has taken exemption from presenting its own profit and loss account under section 408 of Companies Act 2006. The net income dealt with in the financial statements of the parent company is £321,733 (2024: £822,421).

**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**13. Tangible fixed assets**

**Group and Company**

|                          | Long<br>leasehold<br>premises<br>£ | Fixtures and<br>fittings<br>£ | Office<br>equipment<br>£ | Software<br>and website<br>development<br>£ | Total<br>£ |
|--------------------------|------------------------------------|-------------------------------|--------------------------|---------------------------------------------|------------|
| <b>Cost or valuation</b> |                                    |                               |                          |                                             |            |
| At 1 April 2024          | 617,005                            | 7,208                         | 306,217                  | 888,135                                     | 1,818,565  |
| Additions                | 118,148                            | 2,505                         | 47,227                   | 255,191                                     | 423,071    |
| Disposals                | -                                  | -                             | (88,684)                 | (48,606)                                    | (137,290)  |
| At 31 March 2025         | 735,153                            | 9,713                         | 264,760                  | 1,094,720                                   | 2,104,346  |
| <b>Depreciation</b>      |                                    |                               |                          |                                             |            |
| At 1 April 2024          | 345,749                            | 3,158                         | 232,691                  | 342,845                                     | 924,443    |
| Charge for the year      | 23,700                             | 1,357                         | 46,974                   | 90,620                                      | 162,651    |
| On disposals             | -                                  | -                             | (88,684)                 | (5,767)                                     | (94,451)   |
| At 31 March 2025         | 369,449                            | 4,515                         | 190,981                  | 427,698                                     | 992,643    |
| <b>Net book value</b>    |                                    |                               |                          |                                             |            |
| At 31 March 2025         | 365,704                            | 5,198                         | 73,779                   | 667,022                                     | 1,111,703  |
| At 31 March 2024         | 271,256                            | 4,050                         | 73,526                   | 545,290                                     | 894,122    |

**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**14. Fixed asset investments**

| <b>Group</b>              | <b>Listed<br/>investments<br/>£</b> |
|---------------------------|-------------------------------------|
| <b>Cost or valuation</b>  |                                     |
| At 1 April 2024           | 2,262,031                           |
| Additions                 | 104,504                             |
| Disposals                 | (93,500)                            |
| Revaluations              | 66,896                              |
| Transfers between classes | (1,667)                             |
| At 31 March 2025          | <u>2,338,264</u>                    |

| <b>Parent Charitable Company</b> | <b>Investments<br/>in<br/>subsidiary<br/>companies<br/>£</b> | <b>Listed<br/>investments<br/>£</b> | <b>Total<br/>£</b> |
|----------------------------------|--------------------------------------------------------------|-------------------------------------|--------------------|
| <b>Cost or valuation</b>         |                                                              |                                     |                    |
| At 1 April 2024                  | 102                                                          | 2,262,031                           | 2,262,133          |
| Additions                        | -                                                            | 104,504                             | 104,504            |
| Disposals                        | -                                                            | (93,500)                            | (93,500)           |
| Revaluations                     | -                                                            | 66,896                              | 66,896             |
| Transfers between classes        | -                                                            | (1,667)                             | (1,667)            |
| At 31 March 2025                 | <u>102</u>                                                   | <u>2,338,264</u>                    | <u>2,338,366</u>   |

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**14. Fixed asset investments (continued)**

**Principal subsidiaries**

The following were subsidiary undertakings of the Parent Charitable Company:

| <b>Names</b>          | <b>Company number</b> | <b>Principal activity</b>                                                              | <b>Class of shares</b> | <b>Holding</b> |
|-----------------------|-----------------------|----------------------------------------------------------------------------------------|------------------------|----------------|
| Upskill UK Limited    | 06352816              | The development and supply of IT solutions based on individual and business competency | Ordinary               | 100%           |
| Lantra Awards Limited | 03567982              | Dormant                                                                                | Ordinary               | 100%           |

The registered office of each of the above subsidiary undertakings is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

The financial results of the subsidiaries for the year were:

| <b>Names</b>          | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Profit/(Loss)<br/>/ Surplus/<br/>(Deficit) for<br/>the year<br/>£</b> | <b>Net assets<br/>£</b> |
|-----------------------|---------------------|--------------------------|--------------------------------------------------------------------------|-------------------------|
| Upskill UK Limited    | <b>176,796</b>      | <b>(19,800)</b>          | <b>156,105</b>                                                           | <b>20,051</b>           |
| Lantra Awards Limited | -                   | -                        | -                                                                        | <b>2</b>                |

During the year ended 31 March 2018 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,264,601 at 31 March 2025. At 31 March 2025 the fund represented 54% of the total listed investments market value.

During the year ended 31 March 2022 Lantra invested in a multi-asset portfolio seeking long term growth, the original investment of £1,000,000 was valued at £1,073,663 at 31 March 2025. None of the individual assets held within the portfolio at 31 March 2025 exceeded 5% of the total listed investments market value.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**15. Debtors**

|                            | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|----------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Due within one year</b> |                    |                    |                      |                      |
| Trade debtors              | 2,481,093          | 2,313,433          | 2,481,093            | 2,313,433            |
| Other debtors              | 18,120             | 13,506             | 18,120               | 13,506               |
| Accrued income             | 203,504            | 221,852            | 203,504              | 221,852              |
| Prepayments                | 292,953            | 289,062            | 292,953              | 289,062              |
|                            | <u>2,995,670</u>   | <u>2,837,853</u>   | <u>2,995,670</u>     | <u>2,837,853</u>     |

**16. Creditors: Amounts falling due within one year**

|                                    | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Trade creditors                    | 555,198            | 708,053            | 555,198              | 707,349              |
| Amounts owed to group undertakings | -                  | -                  | 360                  | 9,169                |
| Other taxation and social security | 410,063            | 332,789            | 410,063              | 332,789              |
| Other creditors                    | 684                | 1,160              | 686                  | 1,162                |
| Deferred income                    | 101,366            | 291,959            | 101,366              | 291,959              |
| Accruals                           | 263,132            | 268,754            | 259,282              | 265,130              |
|                                    | <u>1,330,443</u>   | <u>1,602,715</u>   | <u>1,326,955</u>     | <u>1,607,558</u>     |

Group deferred income comprises contract income received in advance of contract outputs/ milestones being delivered. This figure is calculated based on actual outputs at the year end compared to cash received and includes any provisions to allow for non-delivery by the conclusion of the project timetable.

Deferred income includes £nil from Welsh Government for various projects (2024: £4,900), £40,778 (2024: £49,184) for end point assessments invoiced in advance and other deferred income of £60,588 from Scottish Government for various projects (2024: £237,875).

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

|                                        | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Deferred income at 1 April 2024        | 291,959            | 342,194            | 291,959              | 342,194              |
| Resources deferred during the year     | 101,366            | 291,959            | 101,366              | 291,959              |
| Amounts released from previous periods | (291,959)          | (342,194)          | (291,959)            | (342,194)            |
|                                        | <u>101,366</u>     | <u>291,959</u>     | <u>101,366</u>       | <u>291,959</u>       |

**17. Financial instruments**

|                                                                            | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|----------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Financial assets</b>                                                    |                    |                    |                      |                      |
| Financial assets measured at fair value through profit or loss             | 1,569,636          | 1,972,245          | 1,546,095            | 1,956,596            |
| Financial assets that are debt instruments measured at amortised cost      | 2,702,717          | 2,548,791          | 2,702,717            | 2,548,791            |
|                                                                            | <u>4,272,353</u>   | <u>4,521,036</u>   | <u>4,248,812</u>     | <u>4,505,387</u>     |
|                                                                            | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
| <b>Financial liabilities</b>                                               |                    |                    |                      |                      |
| Financial liabilities that are debt instruments measured at amortised cost | 1,229,077          | 1,310,756          | 1,225,589            | 1,315,599            |

Financial assets measured at fair value through profit or loss comprise of cash at bank and in-hand. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities that are debt instruments measured at amortised cost consists of trade creditors, other creditors, other taxation and social security, and accruals.

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**18. Statement of funds**

**Statement of funds - current year**

|                                 | Balance at 1<br>April 2024<br>£ | Income<br>£       | Expenditure<br>£    | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2025<br>£ |
|---------------------------------|---------------------------------|-------------------|---------------------|-------------------------|-------------------------------------|
| <b>Designated funds</b>         |                                 |                   |                     |                         |                                     |
| Property reserve                | 750,000                         | -                 | (581)               | -                       | 749,419                             |
| <b>Unrestricted funds</b>       |                                 |                   |                     |                         |                                     |
| Unrestricted funds              | 5,608,025                       | 13,500,940        | (13,245,981)        | 66,896                  | 5,929,880                           |
| <b>Total Unrestricted funds</b> | <b>6,358,025</b>                | <b>13,500,940</b> | <b>(13,246,562)</b> | <b>66,896</b>           | <b>6,679,299</b>                    |
| <b>Restricted funds</b>         |                                 |                   |                     |                         |                                     |
| Animal Care Lead Body           | 4,431                           | 20                | -                   | -                       | 4,451                               |
| R2                              | 1,080                           | -                 | -                   | -                       | 1,080                               |
|                                 | 5,511                           | 20                | -                   | -                       | 5,531                               |
| <b>Total of funds</b>           | <b>6,363,536</b>                | <b>13,500,960</b> | <b>(13,246,562)</b> | <b>66,896</b>           | <b>6,684,830</b>                    |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**18. Statement of funds (continued)**

**Statement of funds - prior year**

|                                         | Balance at<br>1 April 2023<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2024<br>£ |
|-----------------------------------------|---------------------------------|-------------|------------------|--------------------------|-------------------------|-------------------------------------|
| <b>Designated<br/>funds</b>             |                                 |             |                  |                          |                         |                                     |
| Property reserve                        | -                               | -           | -                | 750,000                  | -                       | 750,000                             |
| Unrestricted<br>funds                   | 5,528,486                       | 12,376,596  | (11,524,548)     | (750,000)                | (22,509)                | 5,608,025                           |
| <b>Total<br/>Unrestricted<br/>funds</b> | 5,528,486                       | 12,376,596  | (11,524,548)     | -                        | (22,509)                | 6,358,025                           |
| <b>Restricted<br/>funds</b>             |                                 |             |                  |                          |                         |                                     |
| Frank Parkinson<br>Trust                | 400                             | -           | (400)            | -                        | -                       | -                                   |
| Animal Care<br>Lead Body                | 4,408                           | 23          | -                | -                        | -                       | 4,431                               |
| R2                                      | 1,080                           | -           | -                | -                        | -                       | 1,080                               |
| Instructor Levy                         | 5,719                           | -           | (5,719)          | -                        | -                       | -                                   |
|                                         | 11,607                          | 23          | (6,119)          | -                        | -                       | 5,511                               |
| <b>Total of funds</b>                   | 5,540,093                       | 12,376,619  | (11,530,667)     | -                        | (22,509)                | 6,363,536                           |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**18. Statement of funds (continued)**

The Frank Parkinson Trust contributed funds towards building costs.

Animal Care Lead Body funds provide support for the keeping of animals in educational establishments.

R2 provide funds to support the promotion of the arboriculture professional skills register to the industry.

The instructor levy is a course fund levy established to help new instructors cover the cost of skills assessment. It is aimed to help overcome barriers to recruitment and will be used to pay for:

- Training and development costs for new instructors in certain specified skills
- Supporting providers to mentor new instructors
- Funding instructional techniques courses

Trustees approved a transfer of £nil (2024: £750,000) into the designated funds for the newly established Property reserve. The property reserve will be used to fund the costs of future building works.

£43,772 was spent on fixed assets during the year (2024: £Nil) from the designated fund on which depreciation of £581 (2024: £Nil) was charged.

**19. Summary of funds**

**Summary of funds - current year**

|                  | Balance at 1<br>April 2024<br>£ | Income<br>£       | Expenditure<br>£    | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2025<br>£ |
|------------------|---------------------------------|-------------------|---------------------|-------------------------|-------------------------------------|
| Designated funds | 750,000                         | -                 | (581)               | -                       | 749,419                             |
| General funds    | 5,608,025                       | 13,500,940        | (13,245,981)        | 66,896                  | 5,929,880                           |
| Restricted funds | 5,511                           | 20                | -                   | -                       | 5,531                               |
|                  | <u>6,363,536</u>                | <u>13,500,960</u> | <u>(13,246,562)</u> | <u>66,896</u>           | <u>6,684,830</u>                    |

**Summary of funds - prior year**

|                  | Balance at<br>1 April 2023<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2024<br>£ |
|------------------|---------------------------------|-------------------|---------------------|--------------------------|-------------------------|-------------------------------------|
| Designated funds | -                               | -                 | -                   | 750,000                  | -                       | 750,000                             |
| General funds    | 5,528,486                       | 12,376,596        | (11,524,548)        | (750,000)                | (22,509)                | 5,608,025                           |
| Restricted funds | 11,607                          | 23                | (6,119)             | -                        | -                       | 5,511                               |
|                  | <u>5,540,093</u>                | <u>12,376,619</u> | <u>(11,530,667)</u> | <u>-</u>                 | <u>(22,509)</u>         | <u>6,363,536</u>                    |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**20. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

|                               | <b>Restricted<br/>funds<br/>2025<br/>£</b> | <b>Unrestricted<br/>funds<br/>2025<br/>£</b> | <b>Total<br/>funds<br/>2025<br/>£</b> |
|-------------------------------|--------------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets         | -                                          | 1,111,703                                    | <b>1,111,703</b>                      |
| Fixed asset investments       | -                                          | 2,338,264                                    | <b>2,338,264</b>                      |
| Current assets                | 5,531                                      | 4,559,775                                    | <b>4,565,306</b>                      |
| Creditors due within one year | -                                          | (1,330,443)                                  | <b>(1,330,443)</b>                    |
| <b>Total</b>                  | <b>5,531</b>                               | <b>6,679,299</b>                             | <b>6,684,830</b>                      |

**Analysis of net assets between funds - prior year**

|                               | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|-------------------------------|--------------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets         | -                                          | 894,122                                      | 894,122                               |
| Fixed asset investments       | -                                          | 2,262,031                                    | 2,262,031                             |
| Current assets                | 5,511                                      | 4,804,587                                    | 4,810,098                             |
| Creditors due within one year | -                                          | (1,602,715)                                  | (1,602,715)                           |
| <b>Total</b>                  | <b>5,511</b>                               | <b>6,358,025</b>                             | <b>6,363,536</b>                      |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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

|                                                                      | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|----------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Net income for the year (as per Statement of Financial Activities)   | <b>321,294</b>     | 823,443            | <b>321,733</b>       | 822,421              |
| <b>Adjustments for:</b>                                              |                    |                    |                      |                      |
| Depreciation charges                                                 | <b>162,651</b>     | 146,688            | <b>162,651</b>       | 146,688              |
| (Gain) / Loss on investments                                         | <b>(66,896)</b>    | 22,509             | <b>(66,896)</b>      | 22,509               |
| Dividends and interests from investments                             | <b>(67,405)</b>    | (40,067)           | <b>(76,381)</b>      | (49,169)             |
| Loss on the sale of fixed assets                                     | <b>42,839</b>      | -                  | <b>42,839</b>        | -                    |
| Increase in debtors                                                  | <b>(157,817)</b>   | (940,023)          | <b>(157,817)</b>     | (940,025)            |
| (Decrease) / increase in creditors                                   | <b>(272,272)</b>   | 266,861            | <b>(280,603)</b>     | 265,814              |
| Investment income and management charges paid via investment account | <b>(9,337)</b>     | (10,004)           | <b>(9,337)</b>       | (10,004)             |
| <b>Net cash provided by/(used in) operating activities</b>           | <b>(46,943)</b>    | 269,407            | <b>(63,811)</b>      | 258,234              |

**22. Analysis of cash and cash equivalents**

|                                        | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Cash in hand                           | <b>1,569,636</b>   | 1,972,245          | <b>1,546,095</b>     | 1,956,596            |
| <b>Total cash and cash equivalents</b> | <b>1,569,636</b>   | 1,972,245          | <b>1,546,095</b>     | 1,956,596            |

**23. Analysis of changes in net debt**

|                          | At 1 April<br>2024<br>£ | Cash flows<br>£  | At 31 March<br>2025<br>£ |
|--------------------------|-------------------------|------------------|--------------------------|
| Cash at bank and in hand | <b>1,972,245</b>        | <b>(402,609)</b> | <b>1,569,636</b>         |
|                          | <b>1,972,245</b>        | <b>(402,609)</b> | <b>1,569,636</b>         |

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**24. Contingent liabilities**

The Group has been in receipt of significant income from a variety of grant making bodies in recent years and takes all reasonable steps to ensure it complies with the terms attached to the receipts of all such income. However, the Trustees recognise that this is a complex area and there is always a risk that some funding could become repayable as a result of an inspection by these bodies.

It is not possible to estimate the value, if any, or timing of any such repayments.

**25. Capital commitments**

|                                                                          | Group<br>2025<br>£ | Group<br>2024<br>£ | Company<br>2025<br>£ | Company<br>2024<br>£ |
|--------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Contracted for but not provided in these<br/>financial statements</b> |                    |                    |                      |                      |
| Acquisition of tangible fixed assets                                     | <b>18,609</b>      | 174,444            | <b>18,609</b>        | 174,444              |

**26. Pension commitments**

Under the definitions set out in FRS 102, the ITB Pension Funds is a multi-employer pension scheme. Lantra is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly Lantra has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined benefit contribution scheme. Lantra has set out below the information available on the surplus in the scheme and the implications for Lantra in terms of anticipated contribution rates.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary using the projected unit valuation method. The objective of this method is to maintain a fund that is expected to be sufficient to meet the expected outgoings in respect of all benefits accrued to the date of the valuation. The latest actuarial valuation of the scheme was as at 31 March 2022. The assumptions that have the most significant effect on the valuation are as follows:

|                               |                          |
|-------------------------------|--------------------------|
| Pre-retirement discount rate  | Gilt Yield Curve + 0.15% |
| Post-retirement discount rate | Gilt Yield Curve + 0.15% |
| Rate of price inflation       | Implied by gilt curves   |

The assets in the scheme and the expected rate of return were:

|                                                  |                |
|--------------------------------------------------|----------------|
| Market value of assets at date of last valuation | £543.9 million |
| Surplus in scheme                                | £24.8 million  |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**27. Operating lease commitments**

At 31 March 2025 the Group and the Parent Charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | <b>Group<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Company<br/>2025<br/>£</b> | <b>Company<br/>2024<br/>£</b> |
|----------------------------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|
| Not later than 1 year                        | <b>202,682</b>              | 215,094                     | <b>202,682</b>                | 215,094                       |
| Later than 1 year and not later than 5 years | <b>439,223</b>              | 508,059                     | <b>439,223</b>                | 508,059                       |
| Later than 5 years                           | <b>4,823,354</b>            | 4,902,776                   | <b>4,823,354</b>              | 4,902,776                     |
|                                              | <b><u>5,465,259</u></b>     | <u>5,625,929</u>            | <b><u>5,465,259</u></b>       | <u>5,625,929</u>              |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>Group<br/>2025<br/>£</b> | <b>Group<br/>2024<br/>£</b> | <b>Company<br/>2025<br/>£</b> | <b>Company<br/>2024<br/>£</b> |
|-------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|
| Operating lease rentals | <b><u>239,388</u></b>       | <u>223,734</u>              | <b><u>239,388</u></b>         | <u>223,734</u>                |

**28. Guarantee**

Lantra is a Company limited by guarantee. The members of the Company have each agreed to contribute £1 to the assets of the Company in the event of it being wound up. As at 31 March 2025 there were 10 members (2024: 12 members) of Lantra.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**29. Related party transactions**

During the year Upskill UK Limited, a 100% owned subsidiary, made sales to Lantra totalling £20,253 (2024: £20,822), additionally Lantra made sales/recharges to Upskill UK Limited totalling £619 (2024: £9,721) an amount of £360 (2024: £9,169) was outstanding to Upskill UK Limited/owed by Lantra. Lantra also charged interest of £8,976 (2024: £9,102) to Upskill UK Limited on the outstanding inter-company loan of £nil (2024: £156,543) as this was written off as a result of Upskill winding down (and which had already been provided for by the charity). All inter-company transactions are charged according to the Service Contract that is in place between the two entities.

Details of the balances and transactions with the Directors and Trustees are disclosed in Note 10.

Income of £14,951 (2024: £105,494) was received from Ringlink Services Limited, a company that J Craigie (resigned 23 May 2024) is a Director of. As at 31 March 2025 £nil (2024: £9,021) was outstanding from Ringlink Services Limited. Expenditure of £1,704 (2024: £21,724) was incurred from Ringlink Services Limited. £nil was owing to Ringlink at the year end (2024: £4,780).

Income of £87,314 (2024: £81,385) was received from SRUC, a company that J Craigie (resigned 23 May 2024) and M Thompson are Directors of. As at 31 March 2025 £3,791 (2024: £13,646) was outstanding from SRUC. Expenditure of £39,154 (2024: £23,492) was incurred from SRUC. £nil was owing to SRUC at the year end (2024: £nil).

Income of £49,910 (2024: £42,477) was received and expenditure of £nil (2024: £374) incurred, from Eastec UK Ltd, a company that S Batten works as a freelance trainer for, but otherwise does not have significant control over. As at 31 March 2025 £7,186 (2024: £4,480) was outstanding from Eastec UK Ltd.

Income of £163 (2024: £229) was received from Countryside Learning Scotland, a company that M Thomson is a director of and no expenditure was incurred from Countryside Learning Scotland. No amounts were outstanding at the year-end.

Income of £nil was received from Carabel Limited (People Mechanics), a company that RA Campbell is a director of Carabel Limited (People Mechanics) and expenditure of £3,170 was incurred from Carabel Limited (People Mechanics). No amounts outstanding at the year-end. £900 was owing to Carabel Limited (People Mechanics) at the year-end (2024: £Nil).

Income of £nil was received from Royal Ulster Agricultural Society, a company that C Henning is a director of Royal Ulster Agricultural Society and expenditure of £403 was incurred from Royal Ulster Agricultural Society. No amounts outstanding at the year-end.

**LANTRA**

England & Wales - Charity number 1022991

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# Accounts

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Registered number: 02823181  
Charity numbers: 1022991 & SC039039

**LANTRA**  
(A Company Limited by Guarantee)  
**TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2024**

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|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                                              | Dr David Llewellyn, Chair<br>William Lyle Andrew<br>Sarah Batten<br>Charles John Henning OBE<br>Martin Redfearn<br>Prof David Roberts<br>Dr Mary Thomson<br>Trefor Owen (appointed 1 July 2023)<br>Helen Taylor (appointed 1 July 2023, resigned 21 June 2024)<br>Euryon Jones (appointed 1 July 2023)<br>Beth Brook (appointed 23 May 2024)<br>Prof John Moverley (appointed 23 May 2024)<br>Richard Clarke (resigned 23 May 2024)<br>Jane Craigie (resigned 23 May 2024)<br>Dr Geoffrey Mackey (resigned 5 May 2023)<br>Peter Rees (resigned 5 May 2023) |
| <b>Company registered number</b>                             | 02823181                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Charity registered number and Scottish Charity number</b> | 1022991 and SC039039                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Registered office</b>                                     | Lantra House<br>Stoneleigh Park<br>Coventry<br>CV8 2LG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Company secretary</b>                                     | Robert M Tabor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Chief executive officer</b>                               | Marcus Potter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Independent auditor</b>                                   | Cooper Parry Group Limited<br>Statutory Auditor<br>Cubo Birmingham<br>3rd Floor<br>Two Chamberlain Square<br>Birmingham<br>B3 3AX                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Bankers</b>                                               | National Westminster Bank plc<br>Royal Priors<br>59 The Parade<br>Leamington Spa<br>CV32 4ZX                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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|                                           |                                                                         |
|-------------------------------------------|-------------------------------------------------------------------------|
| <b>Solicitors</b>                         | Anthony Collins Solicitors<br>134 Edmund Street<br>Birmingham<br>B3 3ES |
| <b>Commercial Director</b>                | Robert Tabor                                                            |
| <b>Operations Director</b>                | David Cooke                                                             |
| <b>Human Resources<br/>Director</b>       | Rachel Campbell                                                         |
| <b>Director of External<br/>Relations</b> | Corrina Urquhart                                                        |

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**LANTRA**  
(A Company Limited by Guarantee)

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**CHAIR'S REPORT  
FOR THE YEAR ENDED 31 MARCH 2024**

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As the land-based sector continues to face challenges on many fronts, including economic uncertainty, labour shortages, climate change, and environmental sustainability, it is perhaps more important than ever to ensure that the workforce has the skills needed to work safely, productively, and sustainably.

Lantra has a key role to play in addressing these challenges and we remain committed to working in partnership with industry to:

- Understand skills needs and training requirements
- Attract and retain a diverse and competent industry workforce
- Provide relevant high-quality training and qualifications
- Encourage and support a commitment to Lifelong Learning

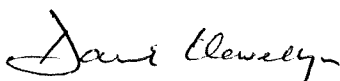
Over the last twelve months, demand for Lantra's training and qualifications has continued to grow strongly. Our Awarding Organisation certificated over 119,000 individuals during the year, up from 110,000 last year. I am particularly pleased that during the year Lantra gained full accreditation from the Royal College of Veterinary Surgeons and has begun delivering its new Level 3 Veterinary Nursing qualification and apprenticeship. Excellent progress has also been made on reviewing our portfolio of training in order to include content on sustainability and related good practice. We expect to complete this review during 2024-25 when Lantra will also be piloting a new suite of Sustainable Land Management courses.

While the uptake of apprenticeships in England remains below pre-reform levels our end-point assessment activity has grown from 1,524 assessments in 2022-23 to 2,001 this year. Elsewhere, Lantra continued to issue apprenticeship certificates for Welsh apprenticeships and Scottish Modern Apprenticeships and retained the top-quality rating for this work.

The continued strength of Lantra's training and qualifications business has created a platform for expanding our investment in skills, including more work to promote the wide range of exciting land-based careers, as well as undertaking more research to understand training needs and issues impeding skills development. One example was our research, launched at the Oxford Farming Conference, which identified perceived barriers deterring small farming businesses from taking on apprentices. As a result of this research Lantra has developed a Toolkit and other resources to help small businesses employ apprentices and has engaged with Defra and the Department for Education to explore the potential for funded training interventions to address skills gaps.

Further investment in skills has been made possible by continued funding from the Scottish and Welsh governments and skills agencies, on whose behalf we have administered £3.3m predominantly to deliver subsidised training programmes for specific target groups. This demonstrates continued confidence in Lantra as a trusted delivery partner.

I should like to take this opportunity to thank all of the Lantra staff for their passion and professionalism. My thanks also go to Lantra's Board of Trustees, whose dedication and commitment ensures that Lantra has a clear strategic direction and appropriate oversight and governance. Lantra remains well-placed to help the land-based sector build the skills needed to thrive in the face of rapid change.



**Dr David Llewellyn**

Chair

Date: 16.08.24

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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The Trustees present their annual report, which incorporates the strategic report, with the audited financial statements for the year ended 31 March 2024.

**Trustees and advisors**

Details of Trustees and advisors are included on pages 1 and 2.

**Charity Registration Details**

Lantra is a registered charity in both England and Wales, and Scotland. Its registration details are as follows:

|                                     |          |
|-------------------------------------|----------|
| <b>Charity registration number:</b> | 1022991  |
| <b>Scottish Charity number:</b>     | SC039039 |

**Principal Office**

Lantra House  
Stoneleigh Park  
Coventry  
Warwickshire  
CV8 2LG

**Charitable Remit**

Lantra is a registered charity and is committed to its charitable objectives, which are to advance the education of the public, carry out educational research and to disseminate the results of that research for the public benefit.

We achieve this through working in partnership with employers and other appropriate stakeholders to promote education, to deliver high-quality training, assessment and qualifications (through the Awarding Organisation) and by undertaking other work that meets the charitable objectives, where funding is available.

Furthermore, our aim for the future is to influence key policy decisions in the land-based and environmental sector through research-driven evidence and engagement with key industry stakeholders.

**Public benefit**

The Trustees have considered the Charity Commission's guidance in respect of Public Benefit and have had due regard to the guidance in setting the charity's objectives and activities. In their view the charity meets, in full, the criteria to satisfy the test. Approximately 122,000 individuals benefitted directly from Lantra's activities during the year, and Lantra's training, assessments and qualifications benefit a broad range of individuals and organisations.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Financial Review**

The financial statements show Lantra made a surplus of £822,421 (2023: £712,885). Upskill UK Limited made a profit of £1,022 (2023: £3,048). Lantra Awards Limited did not trade in the 12 months to 31 March 2024.

The Group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

**Income**

Total income for the year was £12,376,619 (2023: £11,738,937). This was generated from the provision of education and training services to employers £8,827,735 (2023: £7,426,128), from grants and contracts secured from Government departments and agencies £3,176,535 (2023: £3,959,583), from investments £40,067 (2023: £4,715) and from other services provided £332,282 (2023: £348,511). Lantra does not undertake any fundraising activity.

All funds have been allocated to support charitable activities including costs associated with awarding and learner support, and general administrative expenditure.

**Expenditure**

The Group incurred total expenditure for the year of £11,530,667 (2023: £10,994,483). Payroll costs continue to be Lantra's largest expenditure. Staffing costs were 48% as a percentage of total expenditure (2023: 46%).

**Balance Sheet**

The total reserves of the Group increased from £5,540,093 at 31 March 2023 to £6,363,536 at 31 March 2024.

**Reserves policy**

During the year the Trustees reviewed the level of reserves which are held in order to:

- Underwrite funding of the Charity's activities against periods of deficit;
- Provide initial funding for the development of new services;
- Provide confidence to external funding agencies that the Charity is prudently controlled; and
- Discharge all the Charity's obligations should it cease operations.

Recent figures from the ITB Pension Funds indicate that there is no value at risk, however there is a potential liability arising from the Virgin Media case, which relates to having sufficient documentation in place. It is not currently possible to estimate the value due to an ongoing legal proceedings.

The level of reserves held at 31 March 2024 for the Group was £6,363,536 (2023: £5,540,093) and for the Lantra company only £6,343,146 (2023: £5,520,725) as shown in Note 18. There are no reserves which are in deficit at 31 March 2024. Restricted funds totalled £5,511 (2023: £11,607).

The reserves policy is reviewed every year to secure the continuation of the Charity's activities. A review has been undertaken at year-end and the reserves held are deemed to be sufficient for the Charity's purposes, taking into account the need to hold reserves against future developments, to finance improvement works at Lantra House and for potential wind-up costs if required. In line with the reserves policy, the Trustees' plan to continue to build up reserves to develop investment funds to support initiatives for the benefit of the sector.

**Investment policy**

The investment policy of the Trustees is low risk with the aim of securing the real value of assets. The Trustees made a long-term investment in a Total Return Fund during 2018 and another investment in a multi-asset portfolio during 2022. Lantra continues to hold these investments, however the investment in the Total Return

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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Fund was moved to a Charity Assets Trust Fund during the year. There are no other material investments beyond bank deposits and its investments in group companies.

The investment policy is reviewed every year taking account of the Charity's assets and future cash requirements.

Lantra does not make any social investments.

**Interest rate risk**

The Charity considers movements in interest rates to be a key financial risk. The Trustees have considered this risk and decided to continue with the approach adopted last year by investing in a Charity Assets Trust Fund along with a multi-asset portfolio to spread the risk.

**Outlook**

The plan agreed by Trustees in 2020/21 focused on building sustainable income from training and qualifications, while maintaining capability to deliver other skills-related projects where funding is available. Both activities contribute to delivering our charitable objectives. Having reviewed the five-year strategy in 2023 Trustees believe that it remains viable and appropriate.

**Taxation status**

Lantra is a registered charity and is therefore exempt from paying corporation tax on its charitable activities and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exemption from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Lantra Awards Limited is dormant and not expected to trade in the foreseeable future and Upskill UK Limited will pay tax on profits generated in the future.

**Third party indemnity provision for Trustees**

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the Charity.

**Achievements and Performance**

**Attract and retain a diverse and competent industry workforce**

In Scotland the work of the Lantra team, funded by the Agriculture and Rural Economy Directorate of Scottish Government, focuses on promoting positive and rewarding career choices, influencing learning and training provision, and driving investment in learning and skills.

During the year the team in Scotland continued the highly successful 'ALBAS' (the Awards for Land-Based and Aquaculture Skills), showcasing achievements and promoting career opportunities. Finalists are invited to join the Lantra "Industry Champions" programme where they receive personal development in return for acting as careers ambassadors for their industries.

They also increased the number of Science, Technology, Engineering and Mathematics (STEM) Ambassadors working in the sector, which helps to better associate these important subjects with our sector, in the minds of those choosing a career, and increased their engagement with school career events.

The promotion of nature-based careers in Scotland is becoming increasingly important, helping to sustain

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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economic growth in the rural and coastal communities, as well as to protect our natural environment.

To this end they also worked with Daydream Believers on the creation of and support for three school courses, "Forestopia", "SolarPunk Island" and "Seastory" which will creatively engage more young people with learning outdoors and in particular, forestry, food production and the marine environment.

The Lantra team in Wales continues to support Lifelong Learning and Development through Farming Connect contracts for agriculture, forestry and horticulture businesses in Wales. The programmes focus on training and personal development for workers and business owners, while also supporting them within the new post Brexit trading world and preparing farmers to access the new Welsh Government Sustainable Farming Scheme commencing in 2026.

Lantra Wales staff have contributed to the collection of Labour Market Information to help inform a future Agriculture Skills Strategy for Wales and have supported the roll out of additional bilingual Careers information within the Lantra website.

Further, our careers website and engagement through our External Affairs activities further helps to raise awareness of roles within the nature-based industry with the aim of attracting talent within this workforce.

**Train people to work safely, productively, and sustainably**

Lantra works with partners to help address skills challenges, reviewing apprenticeships and qualifications in partnership with industry and key agencies, as well as facilitating the development of short courses, to enhance productivity in the industry.

During the year we released 4 Pilot Products, 10 new training courses, 3 new qualifications and updated the content of 14 existing products, through the standard product review process. We also withdrew 18 products so that our customers can understand our product portfolios more easily. This gives us more time and resources to focus upon products that are more meaningful to our customers.

Our move into e-learning continued to pay dividends, with good sales throughout the year. Electronic assessment, using an online proctoring solution, continued to be used throughout the year as well.

To support delivery through our accredited network, we recruited 71 new instructors, whilst working closely with our existing instructor population to increase the number of days during the year when they are delivering Lantra courses.

During the year we launched the use of electronic proof of skills cards (e-cards) with the National Highways Sector Schemes and continued to trial this in our Technical Awards and Qualifications, to distribute to learners as part of our expanding digital offering, in addition to the hardcopy versions which are still provided.

We began development of a mobile application for instructors to use at the point of assessment, to submit results for certification earlier in the process.

Further enhancements were made to our Awarding system, to improve the customer journey for our Training Providers, as part of ongoing improvement plans.

The Lantra team in Scotland continued to work with Scottish Government and SkillSeeder to help increase access to training, through the development of the SkillsHub and the delivery of the Women in Agriculture Training Fund, the Women in Forestry Training Fund and the Next Generation Practical Training Fund.

Lantra saw decline in the volume of projects coming through for the development of National Occupational Standards (NOS), qualifications and frameworks, commissioned by Skills Development Scotland (SDS) on behalf of the devolved nations. SDS took over the project management and development of qualification

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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structures and frameworks for Scotland.

This year Lantra delivered £32,350 worth of outputs relating to NOS (Trees & Timber), and Welsh translations for 2 NOS suites (Incident Management and Fisheries Management).

We continued to deliver an End-Point Assessment (EPA) service, with 2,001 assessments conducted during the year, an increase from 1,543 the previous year. We continued to work with Land Based Assessments Limited (LBAL) to forecast demand, develop assessment materials and build assessor capacity.

Our work in Veterinary Nursing progressed well during the year, with 289 learner registrations in the period. Following audits by Royal College of Veterinary Surgeons (RCVS) on Lantra assessments and processes related to these qualifications, we were awarded full accreditation by RCVS for both Small Animal and Equine pathways of the Level 3 Work Based Diploma in Veterinary Nursing.

#### **Encourage and support a commitment to Lifelong Learning**

The content on our careers website was further enhanced during the year to provide relevant information on the roles available and typical careers pathways, along with case studies from existing employees working in these fields. Skills and knowledge requirements are also provided, along with suggested training courses to progress in these careers. The number of visitors to this resource gradually increased during the year.

Ongoing social media activity, to promote a culture of lifelong learning and the courses which Lantra offer, continued to increase the number of visitors to the Lantra website seeking training and qualifications.

Furthermore, the validity of our training courses expires after five years in the majority of cases, encouraging learners to refresh their skills through attendance at an appropriate training course, therefore ensuring that learner skills remain current.

#### **Our People**

We achieved the "Gold" accreditation in Investors in People assessment during late 2021. During the year we reached the "One to Watch" category in the "Times Best Companies" survey, with many areas of the business reaching One or Two Star ratings, and two areas achieving a Three Star rating.

Quarterly surveys returned staff engagement scores of 83%, 87%, 85% and 76% for each quarter respectively, which is testament to the level of activity completed to ensure high levels of involvement and enthusiasm of our employees in their work and workplace.

#### **Sustainability**

The Staff Sustainability Committee organised Entry-level sustainability training delivered at our Annual Staff Conference in November 2023 to raise awareness of this topic across the business.

A Training Needs Analysis has been developed to understand our knowledge of sustainability across the business, with a view to informing training to meet identified needs, the results from which are currently being analysed.

A draft Sustainability Statement has recently been drafted, initially driven by requirements for external tender processes and grant applications, and a Sustainability Action Plan is under development to understand how Lantra will reach our targets for achieving environmental, environmental, and economic sustainability in the future.

A programme of building works is also being planned at the Lantra House Head Office, which includes upgrades that will improve the sustainability credentials of the building.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Key Performance Indicators**

In addition to financial performance metrics, the following key performance indicators are monitored by the charity to measure our success:

- Number of learners certificated and End Point Assessments (EPAs);
- Number of instructors supporting the training infrastructure;
- Assurance activity to ensure quality training delivery;
- Customer satisfaction and number of complaints;
- Internal processing efficiency; and
- Staff engagement, absence and turnover.

As described throughout the Trustees' Report, through the monitoring of these indicators the Trustees are satisfied that Lantra is performing strongly.

**Plans for the future**

As outlined in our strategy report which was agreed by the Board in March 2024 in order to deliver on this mission it has been agreed that Lantra's strategy should focus on the following priorities:

1. Industry Engagement;
2. Being the Skills Partner of Choice;
3. Attracting and Retaining Talent for our Industries;
4. Encouraging and Supporting Life-Long Learning;
5. Sustainability; and
6. Operational Excellence.

These activities will principally be paid for through trading income, therefore the scope, pace and sustainability of these elements depends critically on the availability of surpluses from trading.

We are continuing to improve our relationships and information flows with our instructor and training provider network, while also increasing our delivery capacity across our course portfolio.

We will shortly be providing all learners with online access to their skills records and electronic skills cards (e-cards) through the same online portal, to accompany the previously launched e-certificates.

**Governance and management**

**Governing document**

The Charity (Lantra) is a company, limited by guarantee and incorporated on 2 June 1993. It has no share capital. Its Memorandum and Articles of Association were last updated on 7 February 2019. The Charity has two wholly owned subsidiaries, each governed by their own Memorandum and Articles of Association.

- Lantra Awards Limited; a charity whose business was transferred into Lantra on 1 July 2011 and is now dormant; and
- Upskill UK Limited; a company incorporated on 28 August 2007, to take forward commercial opportunities.

The term 'Group' refers to the combined activity of Lantra and its subsidiaries.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Appointment of Trustees**

Trustees are appointed independently with recruitment and selection based on an assessment of the skills and experience needed. This assessment is updated regularly. Recruitment is planned to replace Trustees as their term of office expires and to fill casual vacancies as they arise.

**Trustee induction and training**

Incoming Trustees receive induction to ensure that they understand the charitable aims and strategic objectives of the Charity as well as the operation of the business and the duties and responsibilities of a Trustee. Performance of the Board and of individual Trustees is reviewed on an annual basis. Training and development is undertaken to ensure that knowledge and skills are appropriately maintained.

**Governance structure**

The governance structure consists of the main Board supported by the Audit and Quality Committee and the Remuneration Committee.

The Board of Trustees is comprised of not less than seven nor more than thirteen competent individuals. Trustees who served during the year were:

Dr David Llewellyn (Chair)  
William Lyle Andrew  
Sarah Batten  
Beth Brook (appointed 23 May 2024)  
Charles John Henning OBE  
Euryn Jones (appointed 1 July 2023)  
John Moverley (appointed 23 May 2024)  
Trefor Owen (appointed 1 July 2023)  
Martin Redfearn  
Prof David Roberts  
Helen Taylor (appointed 1 July 2023, resigned 21 June 2024)  
Dr Mary Thomson  
Alicja Blaszczyk (Intern Trustee)  
Dr Geoff Mackey (resigned 5 May 2023)  
Peter Rees (resigned 5 May 2023)  
Richard Clarke (resigned 23 May 2024)  
Jane Craigie (resigned 23 May 2024)

The Board of Trustees meets at least on a quarterly basis to ensure that the Charity is meeting its charitable objectives and remains financially sound. Trustees provide the strategic direction for the Charity and agree operational plans which are implemented by the Executive Team. Trustees regularly monitor strategic and operational performance through regular reports against agreed metrics and targets.

The Chief Executive and Senior Staff who served during the period were:

Marcus Potter (Chief Executive Officer)  
Robert Tabor (Commercial Director)  
David Cooke (Operations Director)  
Rachel Campbell (Human Resources Director)  
Corrina Urquhart (Director of External Relations)

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Pay and remuneration of key management**

The remuneration of all staff including key management is benchmarked using local market data and inflation. Based on this benchmark the key management team receive pay rises in line with all other staff in the Charity.

In addition, key management receive a bonus based on the achievement of performance targets set by the Trustees at the beginning of the year. Parameters to the organisational pay review are set by the Remuneration Committee which also scrutinises individual pay rises and performance bonuses of key management.

During the year an all-staff performance payment to reward staff for Lantra's overall corporate performance was agreed.

**Risk management and internal control**

The Trustees, through the Audit and Quality Committee, undertake a regular review of risks to ensure that appropriate measures are in place to control and mitigate them. The risk register is reviewed quarterly by the Audit and Quality Committee. The Board and the Audit and Quality Committee consider any risks which may arise as a result of new activities or areas of work being considered by the Charity.

Lantra seeks to maintain a sound system of internal control to safeguard assets and resources and support the achievement of its charitable objectives. Our internal control processes have been in place for the whole of the year ending 31 March 2024 and are designed to manage risks rather than eliminate them. Lantra's system of internal control involves an ongoing process to identify and evaluate the nature and extent of the main risks which could affect achievement of our objectives, and to manage them efficiently, effectively and economically.

Key features of the system of internal control are:

Procedures for identifying the organisation's key risks in relation to its objectives:

- Review and maintenance of the internal control strategy and risk management policy;
- Involvement of all senior managers to identify, assess and control risks, including consideration of risks at management meetings; The allocation of risk ownership;
- The use of internal audit and quality systems compliant with ISO 9001:2015;
- Procedures for ensuring that aspects of risk management and internal control are regularly reviewed and reported on;
- Systems for ensuring compliance with specific regulations or procedures laid down by key external parties;
- The Audit and Quality Committee reviews the systems and procedures in place against the risk schedule to provide guidance to the Executives; and
- The main risks and associated mitigation plans are reviewed by the Board on a quarterly basis.

The key risks facing the organisation are:

**1. Insufficient delivery capacity/coverage – Vet Nursing Providers**

Mitigation plan: Receiving approval from RCVS has helped to mitigate this risk initially, along with efficient and effective delivery of the Vet Nursing qualification to build the Lantra brand in this specialist area. Further activity is planned to bring new centres onboard for the future, managed through relationship development and a sales pipeline, along with ongoing general brand awareness in the relevant industries.

**2. Loss of Project Fundings**

Mitigation plan: This is mitigated through competent delivery of existing work, careful review of costing, along with quality bid writing and peer review from internal colleagues..

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**3. Cyber Attack**

Mitigation plan: Ensuring the latest preventative technology and knowledge is in place throughout the organisation, along with technical testing to understand our levels of resilience provide Lantra with the necessary control.

**Health and safety**

Lantra has an identified Health and Safety Officer and a network of health and safety representatives across the organisation to maintain standards. Health and safety are regularly reported on and reviewed both by management and by the Board of Trustees.

**Scottish Activity**

The Office of Scottish Charity Regulator (OSCR) requires certain additional information to be provided regarding Lantra's operation in Scotland, which is laid out in the paragraphs below.

The aims and objectives of Lantra in Scotland are consistent with those for the rest of the UK. Lantra operates across all four countries of the UK, with key functions and support services provided from our head office. Lantra's team in Scotland undertakes a range of activities to support skills development in the land-based and aquaculture sector, including promotion of careers, celebrating the achievements of land-based learners (e.g. at the Royal Highland Show and Land-Based and Aquaculture Learner of the Year Awards), and employer engagement to promote the benefits of training and development and to influence skills policies and funding. Lantra received £1,010,093 funding from Scottish institutions and incurred £918,749 of costs locally. These costs exclude support from non-Scotland-based staff.

**The Charity Governance Code**

The Board of Trustees reviewed and discussed the Charity Governance Code and consider Lantra to be compliant with all seven principles of the Code.

The Board agreed its five-year strategic plan for 2020-25 which sets out our clear purpose, vision and values. To ensure we deliver against these objectives we created a series of key performance indicators and monitor performance against these at our Board meetings. These KPIs measure the effectiveness of the organisation on both, an operational and a values basis. The Board is committed to adopting values and creating a culture which helps the organisation achieve its charitable purpose and created a network of value ambassadors to drive our values throughout the organisation.

All our decisions are based on sound management information and are reviewed against our risk schedule. The Trustees are recruited for their skills and experience as well as their areas of specialism. Recruitment is undertaken against a skills and knowledge matrix and each Board meeting has a feedback session to enable the Board to identify learning and development opportunities in terms of Board effectiveness. The Board regularly has attendance by non-Trustees to assist in open and transparent communication.

**Use of Volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses.

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**Statement of Trustees' responsibilities**

The Trustees (who are also Directors of Lantra for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity's SORP 2019 (FRS 102);
- Make judgements and accounting 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 Charitable Company and the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

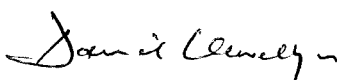
- So far as each Trustee is aware, there is no relevant audit information of which the Charitable Company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

After conducting the Lantra 5-year Audit Tender process in November 2022 Cooper Parry Group Limited were selected to continue in office and are willing to continue for the upcoming years.

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



**Dr David Llewellyn**

Chair

Date: 16.08.24

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA**

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**Opinion**

We have audited the financial statements of Lantra (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Parent Charitable Company Balance Sheet, the Consolidated Statement of Cash Flows, the Parent Charitable Company Statement of Cash Flows and notes to the financial statements, including 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 Charitable Company's affairs as at 31 March 2024 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Charitable Company'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.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the Parent Charitable Company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Parent Charitable Company for the purposes of company law) 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 Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focused on key laws and regulations the Group and Parent Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Education Act 2011, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Charitable Company and how the Group and Parent Charitable Company are complying with that framework, including an agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Charitable Company's control environment and how the Group and Parent Charitable Company have applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Charitable Company's risk assessment process, including the risk of fraud.
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal

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**LANTRA**  
(A Company Limited by Guarantee)

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

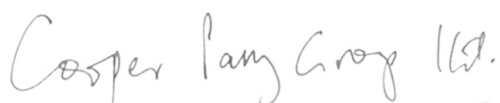
Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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.

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 Parent Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Parent Charitable Company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Parent Charitable Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Glen Bott (Senior Statutory Auditor)**

for and on behalf of

**Cooper Parry Group Limited**

Statutory Auditor

Cubo Birmingham

3rd Floor

Two Chamberlain Square

Birmingham

B33AX

Date:

Cooper Parry Group Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**LANTRA**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2024**

|                                                                  | Note | Restricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ | Total<br>funds<br>2023<br>£ |
|------------------------------------------------------------------|------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                                              |      |                                  |                                    |                             |                             |
| Charitable activities:                                           | 3,4  |                                  |                                    |                             |                             |
| Awarding and Learning                                            |      | 23                               | 8,827,712                          | 8,827,735                   | 7,426,128                   |
| Grants and other Government contracts                            |      | -                                | 3,176,535                          | 3,176,535                   | 3,959,583                   |
| Other services provided                                          |      | -                                | 332,282                            | 332,282                     | 348,511                     |
| Investments                                                      | 5    | -                                | 40,067                             | 40,067                      | 4,715                       |
| <b>Total income</b>                                              |      | <b>23</b>                        | <b>12,376,596</b>                  | <b>12,376,619</b>           | <b>11,738,937</b>           |
| <b>Expenditure on:</b>                                           |      |                                  |                                    |                             |                             |
| Raising funds                                                    |      | -                                | 8,921                              | 8,921                       | -                           |
| Charitable activities                                            | 6    | 6,119                            | 11,515,627                         | 11,521,746                  | 10,994,483                  |
| <b>Total expenditure</b>                                         |      | <b>6,119</b>                     | <b>11,524,548</b>                  | <b>11,530,667</b>           | <b>10,994,483</b>           |
| <b>Net (expenditure)/income before net losses on investments</b> |      | <b>(6,096)</b>                   | <b>852,048</b>                     | <b>845,952</b>              | <b>744,454</b>              |
| Net losses on investments                                        | 14   | -                                | (22,509)                           | (22,509)                    | (28,521)                    |
| <b>Net movement in funds</b>                                     |      | <b>(6,096)</b>                   | <b>829,539</b>                     | <b>823,443</b>              | <b>715,933</b>              |
| <b>Reconciliation of funds:</b>                                  | 19   |                                  |                                    |                             |                             |
| Total funds brought forward                                      |      | 11,607                           | 5,528,486                          | 5,540,093                   | 4,824,160                   |
| Net movement in funds                                            |      | (6,096)                          | 829,539                            | 823,443                     | 715,933                     |
| <b>Total funds carried forward</b>                               |      | <b>5,511</b>                     | <b>6,358,025</b>                   | <b>6,363,536</b>            | <b>5,540,093</b>            |

All activities during the year are classed as continuing.

The Charity has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

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

The notes on pages 23 to 44 form part of these financial statements.

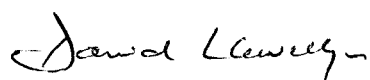
**LANTRA**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 MARCH 2024**

|                                                | Note | 2024<br>£               | 2023<br>£               |
|------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                         |                         |
| Tangible assets                                | 13   | 894,122                 | 632,773                 |
| Investments                                    | 14   | 2,262,031               | 2,274,536               |
|                                                |      | <u>3,156,153</u>        | <u>2,907,309</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors                                        | 15   | 2,837,853               | 1,897,830               |
| Cash at bank and in hand                       | 22   | 1,972,245               | 2,070,808               |
|                                                |      | <u>4,810,098</u>        | <u>3,968,638</u>        |
| Creditors: amounts falling due within one year | 16   | (1,602,715)             | (1,335,854)             |
| <b>Net current assets</b>                      |      | <u>3,207,383</u>        | <u>2,632,784</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>6,363,536</u>        | <u>5,540,093</u>        |
| <b>Total net assets</b>                        |      | <u><u>6,363,536</u></u> | <u><u>5,540,093</u></u> |
| <b>Charity funds</b>                           |      |                         |                         |
| Restricted funds                               | 18   | 5,511                   | 11,607                  |
| Unrestricted funds                             | 18   | 6,358,025               | 5,528,486               |
| <b>Total funds</b>                             |      | <u><u>6,363,536</u></u> | <u><u>5,540,093</u></u> |

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

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



**Dr David Llewellyn**  
Chair  
Date: 16.08.24

The notes on pages 23 to 44 form part of these financial statements.

**LANTRA**  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

**PARENT CHARITABLE COMPANY BALANCE SHEET**  
**AS AT 31 MARCH 2024**

|                                                | Note | 2024<br>£               | 2023<br>£               |
|------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                         |                         |
| Tangible assets                                | 13   | 894,122                 | 632,773                 |
| Investments                                    | 14   | 2,262,133               | 2,274,638               |
|                                                |      | <u>3,156,255</u>        | <u>2,907,411</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors                                        | 15   | 2,837,853               | 1,897,828               |
| Cash at bank and in hand                       | 22   | 1,956,596               | 2,057,230               |
|                                                |      | <u>4,794,449</u>        | <u>3,955,058</u>        |
| Creditors: amounts falling due within one year | 16   | (1,607,558)             | (1,341,744)             |
| <b>Net current assets</b>                      |      | <u>3,186,891</u>        | <u>2,613,314</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>6,343,146</u>        | <u>5,520,725</u>        |
| <b>Total net assets</b>                        |      | <u><u>6,343,146</u></u> | <u><u>5,520,725</u></u> |
| <b>Charity funds</b>                           |      |                         |                         |
| Restricted funds                               | 18   | 5,511                   | 11,607                  |
| Unrestricted funds                             | 18   | 6,337,635               | 5,509,118               |
| <b>Total funds</b>                             |      | <u><u>6,343,146</u></u> | <u><u>5,520,725</u></u> |

The Parent Charitable Company's net movement in funds for the year was £822,421 (2023: £712,885).

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

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



**Dr David Llewellyn**  
Chair

Date: 16.08.24

The notes on pages 23 to 44 form part of these financial statements.

**LANTRA**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

|                                                         | Note | 2024<br>£        | 2023<br>£        |
|---------------------------------------------------------|------|------------------|------------------|
| <b>Cash flows from operating activities</b>             |      |                  |                  |
| Net cash used in operating activities                   | 21   | 269,407          | 412,909          |
| <b>Cash flows from investing activities</b>             |      |                  |                  |
| Interest and dividends received                         | 5    | 40,067           | 4,716            |
| Purchase of fixed assets                                | 13   | (408,037)        | (253,503)        |
| Proceeds from sale of tangible fixed assets             |      | -                | 180              |
| <b>Net cash used in investing activities</b>            |      | <b>(367,970)</b> | <b>(248,607)</b> |
| <b>Cash flows from financing activities</b>             |      |                  |                  |
| <b>Net cash provided by financing activities</b>        |      | -                | -                |
| <b>Change in cash and cash equivalents in the year</b>  |      | <b>(98,563)</b>  | <b>164,302</b>   |
| Cash and cash equivalents at the beginning of the year  |      | 2,070,808        | 1,906,506        |
| <b>Cash and cash equivalents at the end of the year</b> | 22   | <b>1,972,245</b> | <b>2,070,808</b> |

The notes on pages 23 to 44 form part of these financial statements

**LANTRA**  
(A Company Limited by Guarantee)

**PARENT CHARITABLE COMPANY STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 MARCH 2024**

|                                                         | Note | 2024<br>£ | 2023<br>£ |
|---------------------------------------------------------|------|-----------|-----------|
| <b>Cash flows from operating activities</b>             |      |           |           |
| Net cash used in operating activities                   | 21   | 258,234   | 397,987   |
| <b>Cash flows from investing activities</b>             |      |           |           |
| Interest and dividends received                         |      | 49,169    | 9,640     |
| Purchase of fixed assets                                | 13   | (408,037) | (253,503) |
| Proceeds from sale of tangible fixed assets             |      | -         | 180       |
| <b>Net cash used in investing activities</b>            |      | (358,868) | (243,683) |
| <b>Cash flows from financing activities</b>             |      |           |           |
| <b>Net cash provided by financing activities</b>        |      | -         | -         |
| <b>Change in cash and cash equivalents in the year</b>  |      | (100,634) | 154,304   |
| Cash and cash equivalents at the beginning of the year  |      | 2,057,230 | 1,902,926 |
| <b>Cash and cash equivalents at the end of the year</b> | 22   | 1,956,596 | 2,057,230 |

The notes on pages 23 to 44 form part of these financial statements

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**1. General information**

Lantra is a private limited company, limited by guarantee and incorporated and registered in England and Wales. Its company registration number is: 2823181. It is domiciled in England.

The Registered Office is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

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

Lantra meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention except that certain investments are held at market value.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Parent Charitable Company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis. The financial statements are prepared in Sterling (£), which is Lantra's functional currency and are rounded to the nearest whole pound.

The Parent Charitable Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

The financial statements have been prepared in accordance with all applicable laws and regulations for both, charities and companies.

**2.2 Going concern**

The financial statements have been prepared on a going concern basis. Lantra is considered to be a going concern on the basis that the group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

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**LANTRA**  
(A Company Limited by Guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.3 Incoming Resources**

All income is recognised when the Charity is legally entitled to it, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that the income will be received.

The following policies are applied to the specific categories of income:

**Income from grants and government contracts**

Grants and donations are recognised in the Statement of Financial Activities when the Charity becomes entitled to receipt, when receipt is probable and when the value can be reliably quantified.

Grants and contracts that have performance related conditions are recognised in the Statement of Financial Activities when performance conditions are satisfied.

Deferred income is recognised in the balance sheet when the Charity has received income in advance of performance related conditions being met.

Grants receivable for capital expenditure are maintained in a restricted fund to which depreciation of the relevant asset is charged.

**Interest and investment income**

Interest and investment income is accounted for when receivable by the Charity.

**2.4 Resources Expended**

All expenditure is accounted for on an accruals basis as a liability is incurred and has been classified under headings that aggregate all costs related to the category. Direct staff costs and overheads are allocated between charitable activities on the basis of estimated time spent on each project. Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with administration of the Charity and compliance with statutory requirements,

Support costs are allocated in proportion to the staff numbers incurred on the Charity's various activities.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

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**LANTRA**  
(A Company Limited by Guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation (continued)**

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

|                                  |   |                      |
|----------------------------------|---|----------------------|
| Long leasehold premises          | - | 4% per annum         |
| Office equipment                 | - | 20% to 33% per annum |
| Office Furniture                 | - | 20% per annum        |
| Software and website development | - | 33% per annum        |

**2.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.8 Creditors**

Trade and other creditors are recognised at the settlement amount due after any trade discounts offered. Accruals are valued at the amount accrued net of any trade discounts due.

**2.9 Financial Instruments**

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

Financial assets that are measured at fair value are valued based on valuations obtained at the year end. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**2. Accounting policies (continued)**

**2.10 Retirement benefits - Pension Scheme**

The Charity participates in the ITB Pension Funds, a defined benefit scheme, which is externally funded and has its own direct contribution stakeholder pension. The fund is valued at least every 3 years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary. The scheme operates as a pooled arrangement. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Charity.

In these circumstances, contributions are accounted for as if the scheme was a defined contribution scheme based on actual contributions paid through the year with the amount charged to the Statements of Financial Activities in respect of pension costs and other post-retirement benefits being the contributions payable in the year.

**2.11 Redundancy Costs**

The costs of making employees redundant are recognised in the period in which the redundancy is communicated to the employee. In cases where the redundancy is communicated prior to the year end but the employee does not leave until after the year end, the full costs of the redundancy are accrued.

**2.12 Leased assets**

Rentals paid under operating leases are charged to income on a straight-line basis over the term of the lease. Operating leases are where the risks and rewards of ownership remain with the lessor.

**2.13 Restricted funds**

Lantra receives some restricted income which can only be used for specified purposes as stated by the funder. Each type of restricted fund is accounted for and separately identified in the accounts.

**2.14 Unrestricted funds**

Unrestricted funds are incoming resources received or generated for charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

**2.15 Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing the Financial Statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

In relation to government contract income where we also have deferred income overlapping the financial year end, the income recognised matches the direct costs and any remaining contract funds are not recognised until the contract is complete. Accruals are mostly based on post year end events and depreciation rates are set based on industry norms and are consistent year on year.

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**3. Analysis of grants and other Government contracts**

|                                             | Unrestricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2023<br>£ |
|---------------------------------------------|------------------------------------|------------------------------------|
| Other Government contracts                  | 3,144,185                          | 3,905,733                          |
| Other Skills Development Scotland Contracts | <u>32,350</u>                      | <u>53,850</u>                      |
|                                             | <u><u>3,176,535</u></u>            | <u><u>3,959,583</u></u>            |

**4. Other services provided**

|                              | Unrestricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2023<br>£ |
|------------------------------|------------------------------------|------------------------------------|
| Apprenticeship certification | 34,028                             | 35,516                             |
| Room hire                    | 24,819                             | 24,525                             |
| Skills Manager sales         | 228,374                            | 234,694                            |
| Consultancy                  | 45,061                             | 53,698                             |
| Other                        | -                                  | 78                                 |
|                              | <u><u>332,282</u></u>              | <u><u>348,511</u></u>              |

**5. Investment income**

|                                 | Unrestricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ | Total<br>funds<br>2023<br>£ |
|---------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Interest & dividends receivable | <u>40,067</u>                      | <u>40,067</u>               | <u>4,715</u>                |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**6. Analysis of total resources expended**

|                               | Direct costs            | Staff costs             | Support costs         | Total 2024               | Total 2023               |
|-------------------------------|-------------------------|-------------------------|-----------------------|--------------------------|--------------------------|
|                               | £                       | £                       | £                     | £                        | £                        |
| <b>Charitable Activities:</b> |                         |                         |                       |                          |                          |
| Awarding and Learning         | 3,173,113               | 3,097,205               | 532,965               | <b>6,803,283</b>         | 5,784,732                |
| Grants and Contracts          | 1,822,617               | 1,058,145               | 189,699               | <b>3,070,461</b>         | 3,866,604                |
| Other services provided       | 59,494                  | 1,404,169               | 184,339               | <b>1,648,002</b>         | 1,343,147                |
| <b>Total</b>                  | <b><u>5,055,224</u></b> | <b><u>5,559,519</u></b> | <b><u>907,003</u></b> | <b><u>11,521,746</u></b> | <b><u>10,994,483</u></b> |

- Staff costs have been allocated to activities based on the estimated time spent by staff members on those activities.
- Support costs have been allocated based on estimated time spent by staff members on those activities.

Total expenditure in the year was £11,521,746 (2023: £10,994,483) with £11,515,627 unrestricted (2023: £10,975,306) and £6,119 restricted (2023: £19,177).

**7. Support Costs**

|                              | Awarding & Learning   | Grants & Contracts    | Other services provided | 2024                  | 2023                  |
|------------------------------|-----------------------|-----------------------|-------------------------|-----------------------|-----------------------|
|                              | £                     | £                     | £                       | £                     | £                     |
| <b>Support Costs</b>         |                       |                       |                         |                       |                       |
| Repairs & Maintenance        | 18,345                | 6,530                 | 6,219                   | <b>31,094</b>         | 45,369                |
| Depreciation                 | 83,422                | 29,693                | 28,279                  | <b>141,394</b>        | 89,095                |
| IT & Telephone               | 130,260               | 46,363                | 44,156                  | <b>220,779</b>        | 252,634               |
| Rent & Rates                 | 73,483                | 26,155                | 24,909                  | <b>124,547</b>        | 107,982               |
| General office               | 198,535               | 70,665                | 67,300                  | <b>336,500</b>        | 341,846               |
| Governance costs (see below) | <u>28,920</u>         | <u>10,293</u>         | <u>13,476</u>           | <b><u>52,689</u></b>  | <u>96,044</u>         |
| <b>Total</b>                 | <b><u>532,965</u></b> | <b><u>189,699</u></b> | <b><u>184,339</u></b>   | <b><u>907,003</u></b> | <b><u>932,970</u></b> |

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|                               | Awarding &<br>Learning<br>£ | Grants &<br>Contracts<br>£ | Other<br>services<br>provided<br>£ | 2024<br>£            | 2023<br>£            |
|-------------------------------|-----------------------------|----------------------------|------------------------------------|----------------------|----------------------|
| <b>Governance Costs</b>       |                             |                            |                                    |                      |                      |
| Audit & Account Prep. fees    | 12,877                      | 4,583                      | 7,990                              | <b>25,450</b>        | 22,451               |
| Bad debts                     | (2,910)                     | (1,036)                    | (987)                              | <b>(4,933)</b>       | 58,811               |
| Meeting and Board costs       | 4,008                       | 1,427                      | 1,359                              | <b>6,794</b>         | 6,426                |
| Other Professional Fees       | 14,945                      | 5,319                      | 5,114                              | <b>25,378</b>        | 8,356                |
| <b>Total Governance Costs</b> | <b><u>28,920</u></b>        | <b><u>10,293</u></b>       | <b><u>13,476</u></b>               | <b><u>52,689</u></b> | <b><u>96,044</u></b> |

Costs are allocated based on the staff allocated to each activity.

**8. Auditor's remuneration**

|                                                                                                                          | 2024<br>£     | 2023<br>£ |
|--------------------------------------------------------------------------------------------------------------------------|---------------|-----------|
| Fees payable to the Parent Charitable Company's auditor for the audit of the Parent Charitable Company's annual accounts | <b>16,500</b> | 13,750    |
| Fees payable to the Parent Charitable Company's auditor in respect of:                                                   |               |           |
| Audit of subsidiary accounts                                                                                             | <b>1,975</b>  | 1,750     |
| Accounts preparation for Parent Charitable Company's                                                                     | <b>3,975</b>  | 3,500     |
| Corporation tax return preparation                                                                                       | <b>1,650</b>  | 2,800     |

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**9. Staff costs**

|                          | Group<br>2024<br>£      | Group<br>2023<br>£      | Company<br>2024<br>£    | Company<br>2023<br>£    |
|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Salaries and wages       | 4,589,090               | 4,188,344               | 4,589,090               | 4,188,344               |
| Social security costs    | 454,813                 | 409,631                 | 454,813                 | 409,631                 |
| Pension costs            | 215,772                 | 177,518                 | 215,772                 | 177,518                 |
| Restructuring costs      | 5,052                   | 14,072                  | 5,052                   | 14,072                  |
|                          | <u>5,264,727</u>        | 4,789,565               | <u>5,264,727</u>        | 4,789,565               |
| Travel/Subsistence       | 368,698                 | 311,158                 | 368,698                 | 311,158                 |
| Value of Benefit in Kind | (73,906)                | (93,739)                | (73,906)                | (93,739)                |
|                          | <u><u>5,559,519</u></u> | <u><u>5,006,984</u></u> | <u><u>5,559,519</u></u> | <u><u>5,006,984</u></u> |

The costs and liabilities in relation to the defined contribution pension scheme are allocated between activities on the same basis as staff costs. Direct staff costs including pensions are allocated directly to the activities that the staff work on, based on the estimated time that the employees have worked on the projects. Support staff pension costs are allocated in-line with all support costs.

Restructuring costs of £5,052 (2023: £14,072) including redundancy costs of (£3,197) (arising from the reversal of previously over-accrued redundancy costs) (2023: £11,717) and £8,249 (2023: £2,355) of settlement costs were incurred during the year. At the balance sheet date £nil (2023: £11,717) was accrued in relation to redundancy payments that had been agreed but not paid.

The average number of persons employed by the Group and Parent Charitable Company during the year was as follows:

|                       | Group<br>2024<br>No. | Group<br>2023<br>No. | Company<br>2024<br>No. | Company<br>2023<br>No. |
|-----------------------|----------------------|----------------------|------------------------|------------------------|
| Government Contracts  | 28                   | 36                   | 28                     | 36                     |
| Awarding and Learning | 81                   | 73                   | 81                     | 73                     |
| Central Services      | 29                   | 24                   | 29                     | 24                     |
|                       | <u>138</u>           | <u>133</u>           | <u>138</u>             | <u>133</u>             |

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**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS  
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**9. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

|                                 | Group<br>2024<br>No. | Group<br>2023<br>No. |
|---------------------------------|----------------------|----------------------|
| In the band £60,001 - £70,000   | 4                    | -                    |
| In the band £70,001 - £80,000   | 3                    | -                    |
| In the band £90,001 - £100,000  | 1                    | 1                    |
| In the band £100,001 - £110,000 | -                    | 1                    |
| In the band £110,001 - £120,000 | 1                    | -                    |
| In the band £130,001 - £140,000 | -                    | 1                    |
| In the band £150,001 - £160,000 | 1                    | -                    |

The number of higher paid staff to whom retirement benefits are accruing is 10 (2023: 3).

The total remuneration paid to key management personnel for their services provided to the Charity was £582,348 (2023: £491,664). Key management personnel comprise of the trustees and the Chief Executive and Senior Staff as detailed on pages 1 and 2.

**10. Trustees' remuneration and expenses**

During the financial year and in accordance with the Memorandum and Articles of Association of the Charity the sum of £nil was paid to Heather Peck (2023: £7,292) and £12,500 was paid to David Llewellyn (2023: £5,208) for consultancy services which the Chair provided to the Board during the year. Heather Peck served as Chair during the year until 31 October 2022 and David Llewellyn served as Chair from 1 November 2022. This year the Charity paid no other Trustees for additional work undertaken in line with its Articles of Association (2023: no remuneration was paid to any other Trustees).

Pension contributions worth £nil were made on behalf of the Chair (2023: £nil). Pension contributions worth £nil were made on behalf of any other Trustee (2023: £nil).

During the year ended 31 March 2024, expenses totalling £8,335 were reimbursed or paid directly to 13 Trustees (2023: £8,526 to 14 Trustees) for meeting and travel expenses.

**11. Support of volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses. It is difficult to put a value on this contribution.

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**12. Net income attributable to the parent company**

The entity has taken exemption from presenting its own profit and loss account under section 408 of Companies Act 2006. The net income dealt with in the financial statements of the parent company is £822,421 (2023: £712,885).

**13. Tangible fixed assets**

**Group and Company**

|                          | Long<br>leasehold<br>premises<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Software and<br>website<br>development<br>£ | Total<br>£ |
|--------------------------|------------------------------------|--------------------------|--------------------------|---------------------------------------------|------------|
| <b>Cost or valuation</b> |                                    |                          |                          |                                             |            |
| At 1 April 2023          | 514,055                            | 4,672                    | 293,568                  | 622,271                                     | 1,434,566  |
| Additions                | 102,950                            | 2,536                    | 36,687                   | 265,864                                     | 408,037    |
| Disposals                | -                                  | -                        | (24,038)                 | -                                           | (24,038)   |
| At 31 March 2024         | 617,005                            | 7,208                    | 306,217                  | 888,135                                     | 1,818,565  |
| <b>Depreciation</b>      |                                    |                          |                          |                                             |            |
| At 1 April 2023          | 325,398                            | 2,162                    | 205,628                  | 268,605                                     | 801,793    |
| Charge for the year      | 20,351                             | 996                      | 51,101                   | 74,240                                      | 146,688    |
| On disposals             | -                                  | -                        | (24,038)                 | -                                           | (24,038)   |
| At 31 March 2024         | 345,749                            | 3,158                    | 232,691                  | 342,845                                     | 924,443    |
| <b>Net book value</b>    |                                    |                          |                          |                                             |            |
| At 31 March 2024         | 271,256                            | 4,050                    | 73,526                   | 545,290                                     | 894,122    |
| At 31 March 2023         | 188,657                            | 2,510                    | 87,940                   | 353,666                                     | 632,773    |

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**14. Fixed asset investments**

| <b>Group</b>                | <b>Listed<br/>investments<br/>£</b> |
|-----------------------------|-------------------------------------|
| At 1 April 2023             | 2,274,538                           |
| Additions                   | 1,483,738                           |
| Disposals                   | (1,501,026)                         |
| Revaluations                | (22,509)                            |
| Movement in capital account | 27,290                              |
| At 31 March 2024            | <u>2,262,031</u>                    |

| <b>Parent Charitable Company</b> | <b>Investments<br/>in<br/>subsidiary<br/>companies<br/>£</b> | <b>Listed<br/>investments<br/>£</b> | <b>Total<br/>£</b> |
|----------------------------------|--------------------------------------------------------------|-------------------------------------|--------------------|
| At 1 April 2023                  | 102                                                          | 2,274,538                           | 2,274,640          |
| Additions                        | -                                                            | 1,483,738                           | 1,483,738          |
| Disposals                        | -                                                            | (1,501,026)                         | (1,501,026)        |
| Revaluations                     | -                                                            | (22,509)                            | (22,509)           |
| Movement in capital account      | -                                                            | 27,290                              | 27,290             |
| At 31 March 2024                 | <u>102</u>                                                   | <u>2,262,031</u>                    | <u>2,262,133</u>   |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**14. Fixed asset investments (continued)**

**Principal subsidiaries**

The following were subsidiary undertakings of the Parent Charitable Company:

| <b>Names</b>          | <b>Company number</b> | <b>Principal activity</b>                                                              | <b>Class of shares</b> | <b>Holding</b> |
|-----------------------|-----------------------|----------------------------------------------------------------------------------------|------------------------|----------------|
| Upskill UK Limited    | 06352816              | The development and supply of IT solutions based on individual and business competency | Ordinary               | 100%           |
| Lantra Awards Limited | 03567982              | Dormant                                                                                | Ordinary               | 100%           |

The registered office of each of the above subsidiary undertakings is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

The financial results of the subsidiaries for the year were:

| <b>Names</b>          | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Profit/(Loss)<br/>/ Surplus/<br/>(Deficit) for<br/>the year<br/>£</b> | <b>Net assets<br/>£</b> |
|-----------------------|---------------------|--------------------------|--------------------------------------------------------------------------|-------------------------|
| Upskill UK Limited    | 20,822              | (19,800)                 | 1,022                                                                    | (136,054)               |
| Lantra Awards Limited | -                   | -                        | -                                                                        | 2                       |

During the year ended 31 March 2018 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,216,721 at 31 March 2024. At 31 March 2024 the fund represented 54% of the total listed investments market value.

During the year ended 31 March 2022 Lantra invested in a multi-asset portfolio seeking long term growth, the original investment of £1,000,000 was valued at £1,045,310 at 31 March 2024. None of the individual assets held within the portfolio at 31 March 2024 exceeded 5% of the total listed investments market value.

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FOR THE YEAR ENDED 31 MARCH 2024**

**15. Debtors**

|                            | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Due within one year</b> |                    |                    |                      |                      |
| Trade debtors              | 2,313,433          | 1,645,553          | 2,313,433            | 1,645,553            |
| Other debtors              | 13,506             | 7,282              | 13,506               | 7,280                |
| Accrued income             | 221,852            | 32,061             | 221,852              | 32,061               |
| Prepayments                | 289,062            | 212,934            | 289,062              | 212,934              |
|                            | <u>2,837,853</u>   | <u>1,897,830</u>   | <u>2,837,853</u>     | <u>1,897,828</u>     |

**16. Creditors: Amounts falling due within one year**

|                                    | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Trade creditors                    | 708,053            | 464,322            | 707,349              | 464,321              |
| Amounts owed to group undertakings | -                  | -                  | 9,169                | 9,089                |
| Other taxation and social security | 332,789            | 287,704            | 332,789              | 287,704              |
| Other creditors                    | 1,160              | 685                | 1,162                | 687                  |
| Deferred income                    | 291,959            | 342,194            | 291,959              | 342,194              |
| Accruals                           | 268,754            | 240,949            | 265,130              | 237,749              |
|                                    | <u>1,602,715</u>   | <u>1,335,854</u>   | <u>1,607,558</u>     | <u>1,341,744</u>     |

Group deferred income comprises contract income received in advance of contract outputs/ milestones being delivered. This figure is calculated based on actual outputs at the year end compared to cash received and includes any provisions to allow for non-delivery by the conclusion of the project timetable.

Deferred income includes £4,900 from Welsh Government for various projects (2023: £59,530), £49,184 (2023: £149,311) for end point assessments invoiced in advance and other deferred income of £237,875 from Scottish Government for various projects (2023: £124,752).

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|                                        | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Deferred income at 1 April 2023        | 342,194            | 2,491,042          | 342,194              | 2,491,042            |
| Resources deferred during the year     | 291,959            | 217,577            | 291,959              | 217,577              |
| Amounts released from previous periods | (342,194)          | (2,366,425)        | (342,194)            | (2,366,425)          |
|                                        | <u>291,959</u>     | <u>342,194</u>     | <u>291,959</u>       | <u>342,194</u>       |

**17. Financial instruments**

|                                                                            | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Financial assets</b>                                                    |                    |                    |                      |                      |
| Financial assets measured at fair value through profit or loss             | 1,972,245          | 2,070,808          | 1,956,596            | 2,057,230            |
| Financial assets that are debt instruments measured at amortised cost      | 2,548,791          | 1,684,896          | 2,548,791            | 1,684,894            |
|                                                                            | <u>4,521,036</u>   | <u>3,755,704</u>   | <u>4,505,387</u>     | <u>3,742,124</u>     |
|                                                                            | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
| <b>Financial liabilities</b>                                               |                    |                    |                      |                      |
| Financial liabilities that are debt instruments measured at amortised cost | 1,310,756          | 993,660            | 1,315,599            | 999,550              |

Financial assets measured at fair value through profit or loss comprise of cash at bank and in-hand. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities that are debt instruments measured at amortised cost consists of trade creditors, other creditors, other taxation and social security, and accruals.

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18. Statement of funds**

**Statement of funds - current year**

|                                 | Balance at 1<br>April 2023<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2024<br>£ |
|---------------------------------|---------------------------------|-------------------|---------------------|--------------------------|-------------------------|-------------------------------------|
| <b>Designated funds</b>         |                                 |                   |                     |                          |                         |                                     |
| Property reserve                | -                               | -                 | -                   | 750,000                  | -                       | 750,000                             |
| <b>Unrestricted funds</b>       |                                 |                   |                     |                          |                         |                                     |
| Unrestricted funds              | 5,528,486                       | 12,376,596        | (11,524,548)        | (750,000)                | (22,509)                | 5,608,025                           |
| <b>Total Unrestricted funds</b> | <b>5,528,486</b>                | <b>12,376,596</b> | <b>(11,524,548)</b> | <b>-</b>                 | <b>(22,509)</b>         | <b>6,358,025</b>                    |
| <b>Restricted funds</b>         |                                 |                   |                     |                          |                         |                                     |
| Frank Parkinson Trust           | 400                             | -                 | (400)               | -                        | -                       | -                                   |
| Animal Care Lead Body           | 4,408                           | 23                | -                   | -                        | -                       | 4,431                               |
| R2                              | 1,080                           | -                 | -                   | -                        | -                       | 1,080                               |
| Instructor Levy                 | 5,719                           | -                 | (5,719)             | -                        | -                       | -                                   |
|                                 | 11,607                          | 23                | (6,119)             | -                        | -                       | 5,511                               |
| <b>Total of funds</b>           | <b>5,540,093</b>                | <b>12,376,619</b> | <b>(11,530,667)</b> | <b>-</b>                 | <b>(22,509)</b>         | <b>6,363,536</b>                    |

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**18. Statement of funds (continued)**

**Statement of funds - prior year**

|                                         | Balance at<br>1 April 2022<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2023<br>£ |
|-----------------------------------------|---------------------------------|-------------------|---------------------|--------------------------|-------------------------|-------------------------------------|
| <b>Designated<br/>funds</b>             |                                 |                   |                     |                          |                         |                                     |
| Property reserve                        | -                               | -                 | -                   | -                        | -                       | -                                   |
| Unrestricted<br>funds                   | 4,803,396                       | 11,728,917        | (10,975,306)        | -                        | (28,521)                | 5,528,486                           |
| <b>Total<br/>Unrestricted<br/>funds</b> | <b>4,803,396</b>                | <b>11,728,917</b> | <b>(10,975,306)</b> | <b>-</b>                 | <b>(28,521)</b>         | <b>5,528,486</b>                    |
| <b>Restricted<br/>funds</b>             |                                 |                   |                     |                          |                         |                                     |
| Frank Parkinson<br>Trust                | 800                             | -                 | (400)               | -                        | -                       | 400                                 |
| Animal Care<br>Lead Body                | 4,388                           | 20                | -                   | -                        | -                       | 4,408                               |
| R2                                      | 1,080                           | -                 | -                   | -                        | -                       | 1,080                               |
| Instructor Levy                         | 14,496                          | 10,000            | (18,777)            | -                        | -                       | 5,719                               |
|                                         | 20,764                          | 10,020            | (19,177)            | -                        | -                       | 11,607                              |
| <b>Total of funds</b>                   | <b>4,824,160</b>                | <b>11,738,937</b> | <b>(10,994,483)</b> | <b>-</b>                 | <b>(28,521)</b>         | <b>5,540,093</b>                    |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**18. Statement of funds (continued)**

The Frank Parkinson Trust contributed funds towards building costs.

Animal Care Lead Body funds provide support for the keeping of animals in educational establishments.

R2 provide funds to support the promotion of the arboriculture professional skills register to the industry.

The instructor levy is a course fund levy established to help new instructors cover the cost of skills assessment. It is aimed to help overcome barriers to recruitment and will be used to pay for:

- Training and development costs for new instructors in certain specified skills
- Supporting providers to mentor new instructors
- Funding instructional techniques courses

Trustees approved a transfer of £750,000 (2023: £Nil) into the designated funds for the newly established Property reserve. The property reserve will be used to fund the costs of future building works.

**19. Summary of funds**

**Summary of funds - current year**

|                  | Balance at 1<br>April 2023<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2024<br>£ |
|------------------|---------------------------------|-------------------|---------------------|--------------------------|-------------------------|-------------------------------------|
| Designated funds | -                               | -                 | -                   | 750,000                  | -                       | 750,000                             |
| General funds    | 5,528,486                       | 12,376,596        | (11,524,548)        | (750,000)                | (22,509)                | 5,608,025                           |
| Restricted funds | 11,607                          | 23                | (6,119)             | -                        | -                       | 5,511                               |
|                  | <u>5,540,093</u>                | <u>12,376,619</u> | <u>(11,530,667)</u> | <u>-</u>                 | <u>(22,509)</u>         | <u>6,363,536</u>                    |

**Summary of funds - prior year**

|                  | Balance at<br>1 April 2022<br>£ | Income<br>£       | Expenditure<br>£    | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2023<br>£ |
|------------------|---------------------------------|-------------------|---------------------|-------------------------|-------------------------------------|
| General funds    | 4,803,396                       | 11,728,917        | (10,975,306)        | (28,521)                | 5,528,486                           |
| Restricted funds | 20,764                          | 10,020            | (19,177)            | -                       | 11,607                              |
|                  | <u>4,824,160</u>                | <u>11,738,937</u> | <u>(10,994,483)</u> | <u>(28,521)</u>         | <u>5,540,093</u>                    |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**20. Analysis of net assets between funds**

**Analysis of net assets between funds - current period**

|                               | Restricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ |
|-------------------------------|----------------------------------|------------------------------------|-----------------------------|
| Tangible fixed assets         | -                                | 894,122                            | 894,122                     |
| Fixed asset investments       | -                                | 2,262,031                          | 2,262,031                   |
| Current assets                | 5,511                            | 4,804,587                          | 4,810,098                   |
| Creditors due within one year | -                                | (1,602,715)                        | (1,602,715)                 |
| <b>Total</b>                  | <b>5,511</b>                     | <b>6,358,025</b>                   | <b>6,363,536</b>            |

**Analysis of net assets between funds - prior period**

|                               | Restricted<br>funds<br>2023<br>£ | Unrestricted<br>funds<br>2023<br>£ | Total<br>funds<br>2023<br>£ |
|-------------------------------|----------------------------------|------------------------------------|-----------------------------|
| Tangible fixed assets         | 400                              | 632,373                            | 632,773                     |
| Fixed asset investments       | -                                | 2,274,536                          | 2,274,536                   |
| Current assets                | 11,207                           | 3,957,431                          | 3,968,638                   |
| Creditors due within one year | -                                | (1,335,854)                        | (1,335,854)                 |
| <b>Total</b>                  | <b>11,607</b>                    | <b>5,528,486</b>                   | <b>5,540,093</b>            |

**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

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

|                                                                      | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Net income for the period (as per Statement of Financial Activities) | 823,443            | 715,933            | 822,421              | 712,884              |
| <b>Adjustments for:</b>                                              |                    |                    |                      |                      |
| Depreciation charges                                                 | 146,688            | 89,479             | 146,688              | 89,479               |
| Loss on investments                                                  | 22,509             | 28,521             | 22,509               | 28,521               |
| Dividends, interests and rents from investments                      | (40,067)           | (4,715)            | (49,169)             | (9,639)              |
| Loss on the sale of fixed assets                                     | -                  | 970                | -                    | 970                  |
| Decrease/(increase) in debtors                                       | (940,023)          | 1,796,133          | (940,025)            | 1,796,135            |
| Increase/(decrease) in creditors                                     | 266,861            | (2,213,412)        | 265,814              | (2,220,364)          |
| Investment income and management charges paid via investment account | (10,004)           | -                  | (10,004)             | -                    |
| <b>Net cash provided by operating activities</b>                     | <b>269,407</b>     | <b>412,909</b>     | <b>258,234</b>       | <b>397,986</b>       |

**22. Analysis of cash and cash equivalents**

|                                        | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Cash in hand                           | 1,972,245          | 2,070,808          | 1,956,596            | 2,057,230            |
| <b>Total cash and cash equivalents</b> | <b>1,972,245</b>   | <b>2,070,808</b>   | <b>1,956,596</b>     | <b>2,057,230</b>     |

**23. Analysis of changes in net debt**

|                          | At 1 April<br>2023<br>£ | Cash flows<br>£ | At 31 March<br>2024<br>£ |
|--------------------------|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 2,070,808               | (98,563)        | 1,972,245                |
|                          | <b>2,070,808</b>        | <b>(98,563)</b> | <b>1,972,245</b>         |

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**24. Contingent liabilities**

The Group has been in receipt of significant income from a variety of grant making bodies in recent years and takes all reasonable steps to ensure it complies with the terms attached to the receipts of all such income. However, the Trustees recognise that this is a complex area and there is always a risk that some funding could become repayable as a result of an inspection by these bodies.

It is not possible to estimate the value, if any, or timing of any such repayments.

**25. Capital commitments**

|                                                                          | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|--------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Contracted for but not provided in these<br/>financial statements</b> |                    |                    |                      |                      |
| Acquisition of tangible fixed assets                                     | <u>174,444</u>     | <u>79,362</u>      | <u>174,444</u>       | <u>79,362</u>        |

**26. Pension commitments**

Under the definitions set out in FRS 102, the ITB Pension Funds is a multi-employer pension scheme. Lantra is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly Lantra has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined benefit contribution scheme. Lantra has set out below the information available on the surplus in the scheme and the implications for Lantra in terms of anticipated contribution rates.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary using the projected unit valuation method. The objective of this method is to maintain a fund that is expected to be sufficient to meet the expected outgoings in respect of all benefits accrued to the date of the valuation. The latest actuarial valuation of the scheme was as at 31 March 2022. The assumptions that have the most significant effect on the valuation are as follows:

|                               |                          |
|-------------------------------|--------------------------|
| Pre-retirement discount rate  | Gilt Yield Curve + 0.15% |
| Post-retirement discount rate | Gilt Yield Curve + 0.15% |
| Rate of price inflation       | Implied by gilt curves   |

The assets in the scheme and the expected rate of return were:

|                                                  |                |
|--------------------------------------------------|----------------|
| Market value of assets at date of last valuation | £543.9 million |
| Surplus in scheme                                | £24.8 million  |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2024**

**27. Operating lease commitments**

At 31 March 2024 the Group and the Parent Charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|----------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Not later than 1 year                        | 215,094            | 191,548            | 215,094              | 191,548              |
| Later than 1 year and not later than 5 years | 508,059            | 432,045            | 508,059              | 432,045              |
| Later than 5 years                           | 4,902,776          | 4,979,576          | 4,902,776            | 4,979,576            |
|                                              | <u>5,625,929</u>   | <u>5,603,169</u>   | <u>5,625,929</u>     | <u>5,603,169</u>     |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | Group<br>2024<br>£ | Group<br>2023<br>£ | Company<br>2024<br>£ | Company<br>2023<br>£ |
|-------------------------|--------------------|--------------------|----------------------|----------------------|
| Operating lease rentals | <u>223,734</u>     | <u>201,148</u>     | <u>223,734</u>       | <u>201,148</u>       |

**28. Guarantee**

Lantra is a Company limited by guarantee. The members of the Company have each agreed to contribute £1 to the assets of the Company in the event of it being wound up. As at 31 March 2024 there were 12 members (2023: 11 members) of Lantra.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**29. Related party transactions**

During the year Upskill UK Limited, a 100% owned subsidiary, made sales to Lantra totalling £20,822 (2023: £21,941), additionally Lantra made sales/recharges to Upskill UK Limited totalling £9,721 (2023: £6,925) an amount of £9,169 (2023: £9,089) was outstanding to Upskill UK Limited/owed by Lantra. Lantra also charged interest of £9,102 (2023: £4,924) to Upskill UK Limited on the outstanding inter-company loan of £156,543 (2023: £156,543). All inter-company transactions are charged according to the Service Contract that is in place between the two entities.

Details of the balances and transactions with the Directors and Trustees are disclosed in Note 10.

Income of £105,494 (2023: £88,869) was received from Ringlink Services Limited, a company that J Craigie is a Director of. As at 31 March 2024 £9,021 (2023: £9,681) was outstanding from Ringlink Services Limited. Expenditure of £21,724 (2023: £53,029) was incurred from Ringlink Services Limited. £4,780 was owing to Ringlink at the year end (2023: £nil).

Income of £81,385 (2023: £50,681) was received from SRUC, a company that J Craigie and M Thompson are Directors of. As at 31 March 2024 £13,646 (2023: £13,170) was outstanding from SRUC. Expenditure of £23,492 (2023: £7,983) was incurred from SRUC. £nil was owing to SRUC at the year end (2023: £550).

Income of £42,477 (2023: £39,640) was received and expenditure of £374 (2023: £nil) incurred, from Eastec UK Ltd, a company that S Batten works as a freelance trainer for, but otherwise does not have significant control over. As at 31 March 2024 £4,480 (2023: £4,061) was outstanding from Eastec UK Ltd.

Income of £229 (2023: £229) was received from Countryside Learning Scotland, a company that M Thomson is a director of and expenditure of £ni (2023: £250) was incurred from Countryside Learning Scotland. No amounts were outstanding at the year-end (2023: £nil).

Expenditure of £nil (2023: £1,410) was incurred from Janglebean Ltd, a company that J Craigie is a Director of. No amounts were outstanding at the year-end (2023: £nil).

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# Accounts

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**LANTRA**  
**(A Company Limited by Guarantee)**  
**TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**Trustees**

Dr David Llewellyn, Chair (appointed 1 November 2022)  
William Lyle Andrew  
Sarah Batten  
Richard Clarke  
Jane Craigie  
Charles John Henning OBE  
Martin Redfearn  
Dr Mary Thomson  
Prof David Roberts  
Trefor Owen (appointed 1 July 2023)  
Helen Taylor (appointed 1 July 2023)  
Euryn Jones (appointed 1 July 2023)  
Dr Geoff Mackey (resigned 5 May 2023)  
Peter Rees (resigned 5 May 2023)  
Heather Peck, Retired Chair (resigned 31 October 2022)  
Henry Graham (resigned 30 June 2022)

**Company registered  
number** 02823181

**Charity registered  
number and Scottish  
Charity number** 1022991 and SC039039

**Registered office** Lantra House  
Stoneleigh Park  
Coventry  
CV8 2LG

**Company secretary** Robert M Tabor

**Chief executive officer** Marcus Potter

**Independent auditor** Cooper Parry Group Limited  
Statutory Auditor  
Cubo Birmingham  
Office 401, 4th Floor  
Two Chamberlain Square  
Birmingham  
B3 3AX

**Bankers** National Westminster Bank plc  
Royal Priors  
59 The Parade  
Leamington Spa  
CV32 4ZX

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE PARENT CHARITABLE COMPANY, ITS  
TRUSTEES AND ADVISERS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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|                   |                                                                         |
|-------------------|-------------------------------------------------------------------------|
| <b>Solicitors</b> | Anthony Collins Solicitors<br>134 Edmund Street<br>Birmingham<br>B3 3ES |
|-------------------|-------------------------------------------------------------------------|

|                            |              |
|----------------------------|--------------|
| <b>Commercial Director</b> | Robert Tabor |
|----------------------------|--------------|

|                            |             |
|----------------------------|-------------|
| <b>Operations Director</b> | David Cooke |
|----------------------------|-------------|

|                                     |                 |
|-------------------------------------|-----------------|
| <b>Human Resources<br/>Director</b> | Rachel Campbell |
|-------------------------------------|-----------------|

|                                           |                  |
|-------------------------------------------|------------------|
| <b>Director of External<br/>Relations</b> | Corrina Urquhart |
|-------------------------------------------|------------------|

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**CHAIR'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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I took up the role of Chair of Lantra at a pivotal time for many of the industries that we support. Ensuring that the land-based workforce has the right skills is critical as the sector faces the challenges of economic uncertainty, labour shortages, climate change and environmental sustainability.

Lantra is in a strong position to address these challenges, and we remain committed to working in partnership with industry to:

- Understand skills needs and training requirements
- Attract and retain a diverse and competent industry workforce
- Train people to work safely, productively, and sustainably
- Encourage and support a commitment to Lifelong Learning

Over the last twelve months, demand for Lantra's training and qualifications has continued to grow strongly. Our Awarding Organisation has certificated 109,835 individuals, up from 103,123 last year. The growth in apprenticeship end-point assessment has also accelerated, with 1,543 assessments completed in the year, compared with 970 in 2021-22.

The strength of our training and qualifications activities provides a sound base from which to expand our services to address wider industry needs, perhaps the most pressing of which has been labour shortages. The launch of Lantra's new website, with its strong emphasis on careers, has been widely welcomed by industry. By showcasing the wide variety of exciting roles and illustrating potential routes for career progression, Lantra seeks to dispel outdated perceptions and help employers, across the industry sectors we support, to attract much-needed talent from more diverse backgrounds.

Maintaining a close understanding of industry's current and future needs is at the heart of Lantra's mission and it is particularly pleasing that Lantra has begun to re-establish a capacity for labour market and skills research. This is an area that we expect to develop further in 2023-24 and beyond.

Since taking over as Chair in November, I have had the opportunity to experience, at first-hand, the enthusiasm and commitment of Lantra staff. It was, therefore, no surprise that Lantra recently achieved its best result ever in the "Times Best Companies" survey. I should like to take this opportunity to thank our staff for their passion and professionalism. I should also like to thank the Board for its support, advice, and dedication to the important work that Lantra undertakes. Finally, I wish to add a special thank you to my predecessor, Heather Peck, who successfully led the Lantra Board, and worked effectively with the organisation's Executive and staff, to place Lantra in a strong position to help address the many challenges faced by industry in the years ahead.



**Dr David Llewellyn**  
Chair

Date: 22 August 2023

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The Trustees present their annual report, which incorporates the strategic report, with the audited financial statements for the year ended 31 March 2023.

**Trustees and advisors**

Details of Trustees and advisors are included on pages 1 and 2.

**Charity Registration Details**

Lantra is a registered charity in both England and Wales, and Scotland. Its registration details are as follows:

**Charity registration number:** 1022991  
**Scottish Charity number:** SC039039

**Principal Office**

Lantra House  
Stoneleigh Park  
Coventry  
Warwickshire  
CV8 2LG

**Charitable Remit**

Lantra is a registered charity and is committed to its charitable objectives, which are to advance the education of the public, carry out educational research and to disseminate the results of that research for the public benefit.

We achieve this through working in partnership with employers and other appropriate stakeholders to promote education, to deliver high-quality training, assessment and qualifications (through the Awarding Organisation) and by undertaking other work that meets the charitable objects, where funding is available.

Furthermore, our aim for the future is to influence key policy decisions, that affect training and education in the land-based and environmental sector through research-driven evidence and engagement with key industry stakeholders.

**Public benefit**

The Trustees have considered the Charity Commission's guidance in respect of Public Benefit and have had due regard to the guidance in setting the charity's objectives and activities. In their view the charity meets, in full, the criteria to satisfy the test.

Approximately 110,000 learners were certificated as a result of Lantra's training, assessments and qualifications during the year, in addition to around 6,000 individuals benefitting from Scottish project activity and 4,000 from Welsh project activity.

Furthermore, approximately 900 organisations benefitted from Scottish project activity and 2,000 benefitted from Welsh project activity.

Lantra commenced skills and labour market research during the year, which is expected to deliver valuable insights in the following year. This will ensure that our stakeholder needs are understood and that plans are developed to address these where possible.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Financial Review**

The financial statements show Lantra made a surplus of £712,885 (2022: £1,192,160). Upskill UK Limited made a profit of £3,048 (2022: £7,048). Lantra Awards Limited did not trade in the 12 months to 31 March 2023.

The Group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

**Covid**

The impact of Covid did not appear to materially affect Lantra's sales during the year, as the pandemic was largely under control by the start of the year. However, there were occasions during the year when internal staff resources were reduced due to Covid-19, resulting in reduced operating capability.

**Income**

Total income for the year was £11,738,937 (2022: £10,911,890). This was generated from the provision of education and training services to employers £7,426,128 (2022: £6,188,127), from grants and contracts secured from Government departments and agencies £3,959,583 (2022: £4,418,081), from donations and legacies £Nil (2022: £19,289), and from other services provided £348,511 (2022: £286,171). Lantra does not undertake any fundraising activity.

All funds have been allocated to support charitable activities including costs associated with awarding and learner support, and general administrative expenditure.

**Expenditure**

The Group incurred total expenditure for the year of £10,994,483 (2022: £9,820,376). Payroll costs continue to be Lantra's largest expenditure. Staffing costs were 46% as a percentage of total expenditure (2022: 44%).

**Balance Sheet**

The total reserves of the Group increased from £4,824,160 at 31 March 2022 to £5,540,093 at 31 March 2023.

**Reserves policy**

During the year the Trustees reviewed the level of reserves which are held in order to:

- Underwrite funding of the Charity's activities against periods of deficit;
- Provide initial funding for the development of new services;
- Provide confidence to external funding agencies that the Charity is prudently controlled; and
- Discharge all of the Charity's obligations should it cease operations.

Recent figures from the ITB Pension Funds indicate that the ten-year value at risk is £0.53m.

The level of reserves held at 31 March 2023 for the Group was £5,540,093 (2022: £4,824,160) and for the Lantra company only £5,520,725 (2022: £4,807,840). There are no reserves which are in deficit at 31 March 2023. Restricted funds totalled £11,607 (2022: £20,764).

The reserves policy is reviewed every year to secure the continuation of the Charity's activities. A review has been undertaken at year-end and the reserves held are deemed to be sufficient for the Charity's purposes, taking into account the need to hold reserves against future developments, to finance working capital requirements, to finance Welsh Projects, to finance improvement works at Lantra House and for potential wind-up costs if required. In line with the reserves policy, the Trustees' plan to continue to build up reserves to support initiatives for the benefit of the sector.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Investment policy**

The investment policy of the Trustees is low risk with the aim of securing the real value of assets. The Trustees made a long-term investment in a total return fund during 2018 and another investment in a multi-asset portfolio during 2022. Lantra continues to hold these investments. There are no other material investments beyond bank deposits and its investments in group companies.

The investment policy is reviewed every year taking account of the Charity's assets and future cash requirements.

Lantra does not make any social investments.

**Interest rate risk**

The Charity considers movements in interest rates to be the main financial risk. The Trustees have considered this risk and decided to continue with the approach adopted last year by investing in a total return fund along with a multi-asset portfolio to spread the risk.

**Outlook**

The plan agreed by Trustees in 2020/21 focused on building sustainable income from training and qualifications, while maintaining capability to deliver other skills-related projects where funding is available. Both activities contribute to delivering our charitable objectives. Having reviewed the five-year strategy in 2022 Trustees believe that it remains viable and appropriate.

**Taxation status**

Lantra is a registered charity and is therefore exempt from paying corporation tax on its charitable activities. It is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Lantra Awards Limited is dormant and not expected to trade in the foreseeable future and Upskill UK Limited will pay tax on profits generated in the future.

**Third party indemnity provision for Trustees**

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the Charity.

**Achievements and Performance**

**Attract and retain a diverse and competent industry workforce**

A new careers website was launched during the year, to provide more information on the roles available and typical careers pathways, along with case studies from existing employees working in these fields. Skills and knowledge requirements are also provided, along with suggested training courses to progress in these careers.

In Scotland the work of the Lantra team, funded by the Agriculture and Rural Economy Directorate of Scottish Government, focuses on promoting positive and rewarding career choices, influencing learning and training provision, and driving investment in learning and skills.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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During the year the team in Scotland continued the highly successful 'ALBAS' (the Awards for Land-Based and Aquaculture Skills), showcasing achievements and promoting career opportunities. Finalists are invited to join the Lantra "Industry Champions" programme where they receive personal development in return for acting as careers ambassadors for their industries.

They also increased the number of STEM Ambassadors working in the sector, which helps to better associate these important subjects with our sector, in the minds of those choosing a career, and increased their engagement with school career events.

Lantra Scotland also supported, and the Scotland Director co-chaired, the Commission for the Review of Land Based Learning, whose report was submitted in January to Ministers.

The promotion of nature-based careers in Scotland is becoming increasingly important, helping to sustain economic growth in the rural and coastal communities, as well as to protect the natural environment.

The Lantra team in Wales continues to support Lifelong Learning and Development through Farming Connect contracts for agriculture, forestry and horticulture businesses in Wales. The programmes focus on training and personal development for workers and business owners, while also supporting them within the new post Brexit trading world and preparing farmers to access the new Welsh Government Sustainable Farming Scheme commencing in 2025.

**Train people to work safely, productively, and sustainably**

Lantra works with partners to help address skills challenges, reviewing apprenticeships and qualifications in partnership with industry and key agencies, as well as facilitating the development of short courses, to enhance productivity in the industry.

During the year we released 49 new courses and updated the content of 10 existing products, through the standard product review process. We also withdrew 89 products so that our customers can understand our product portfolios more easily. This gives us more time and resources to focus upon products that are more meaningful to our customers.

Delivery of courses through e-learning technology also continued to pay dividends, with good sales throughout the year. Electronic assessment, using an online proctoring solution, continued to be used throughout the year as well.

To support delivery through our accredited network, we recruited 66 new instructors, whilst also working closely with our existing instructor population to increase the number of days during the year when they are delivering Lantra courses.

During the year we commenced a trial on the use of electronic proof of skills cards (e-cards), to distribute to learners as part of our expanding digital offering, in addition to the hardcopy versions which are also provided.

We also launched a new website with improved functionality, specifically to enable our training providers to display course availability to improve our learner booking experience.

The Lantra team in Scotland worked with Scottish Government to help increase access to training, through initiatives such as the Women in Agriculture Training Fund, the Women in Rural Economy Training Fund and the Green Skills Training Fund.

Lantra has continued to be active in the development of National Occupational Standards (NOS), qualifications and frameworks, commissioned by Skills Development Scotland (SDS).

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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This year Lantra delivered £53,850 worth of outputs relating to NOS (Incident Management, Game & Wildlife and Land-based Engineering), apprenticeship frameworks in Wales (Floristry) and Welsh translations for 7 NOS suites.

Lantra also completed the development of the Aquaculture Modern Apprenticeships into the new Modern Apprenticeships system for Scotland, which was separately funded (£22,000) through Skills Development Scotland (SDS).

We continued to deliver an End-Point Assessment (EPA) service for apprenticeships, with 1,543 assessments conducted during the year, an increase of 573 versus the previous year. We also continued to work with Land Based Assessments Limited (LBAL) to develop assessment materials and build assessor capacity.

Our work in Veterinary Nursing progressed well during the year, with 200 learner registrations in the period. A mock Objective Structured Clinical Examination (OSCE) has been completed, as required for accreditation with The Royal College of Veterinary Surgeons (RVCS), along with question papers and OSCE tasks, ready for use within the assessment process.

#### **Encourage and support a commitment to Lifelong Learning**

During the year we appointed a Director of External Relations to be responsible for strategic engagement with key stakeholders in the land-based and environmental sector, to improve our capabilities in delivering our charitable objectives.

Ongoing social media activity, to promote a culture of lifelong learning and the courses which Lantra offers, also continued to increase the number of visitors to the Lantra website seeking training and qualifications.

Furthermore, the validity of our training courses expires after five years in the majority of cases, encouraging learners to refresh their skills through attendance at an appropriate training course, therefore ensuring that learner skills remain current.

#### **Our People**

We achieved the “Gold” accreditation in Investors in People assessment during late 2021. During the year we reached the “One Star” category in the “Times Best Companies” survey. This is Lantra’s highest score since starting the survey in 2016.

Quarterly surveys returned staff engagement scores of 80% during the first two quarters, 85% in the third quarter and 82% in the final quarter, which is testament to the level of activity completed to ensure high levels of involvement and enthusiasm of our employees in their work and workplace.

#### **Sustainability**

Lantra has now embedded sustainability into our product development process, ensuring that relevant content is included within our products when they are developed or refreshed.

We also engaged in consultancy work during the year to understand our impact on the environment as part of our strategy on sustainability. As a result of this we have developed a sustainability action plan to understand the activities we can undertake to ensure this impact is appropriate.

We were also accepted as a member of Sustainability West Midlands, which is a not-for-profit organisation that provides advice to businesses in the region, develops practical solutions with members and shares best practice across a diverse network.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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Furthermore, we set up a Sustainability Committee and Sustainability Working Group, to be responsible for championing sustainability across the organisation and to meet the objectives set out in our carbon reduction plan respectively.

**Key Performance Indicators**

In addition to financial performance metrics, the following key performance indicators are monitored by the charity to measure our success:

- Number of learners certificated and End Point Assessments (EPAs);
- Number of instructors supporting the training infrastructure;
- Assurance activity to ensure quality training delivery;
- Beneficiary satisfaction and number of complaints;
- Internal processing efficiency; and
- Staff engagement, absence and turnover.

As described throughout the Trustees' Report, through the monitoring of these indicators the Trustees are satisfied that Lantra is performing strongly.

**Plans for the future**

As outlined in our strategy report which was agreed by the Board in November 2022, in order to deliver our mission it has been agreed that Lantra's strategy should focus on the following priorities:

1. Industry Engagement;
2. Being the Skills Partner of Choice;
3. Attracting and Retaining Talent for our Industries;
4. Encouraging and Supporting Life-Long Learning;
5. Sustainability; and
6. Operational Excellence.

These activities will principally be paid for through trading income, therefore the scope, pace and sustainability of these elements depends critically on the availability of surpluses from trading.

We are continuing to improve our relationships and information flows with our instructor and training provider network, while also increasing our delivery capacity across our course portfolio.

We will shortly be providing all learners with online access to their skills records, with the aim of also providing them with electronic skills cards (e-cards) through the same online portal, to accompany the previously launched e-certificates.

**Governance and management**

**Governing document**

The Charity (Lantra) is a company, limited by guarantee and incorporated on 2 June 1993. It has no share capital. Its Memorandum and Articles of Association were last updated on 7 February 2019. The Charity has two wholly owned subsidiaries, each governed by their own Memorandum and Articles of Association.

- Lantra Awards Limited; a charity whose business was transferred into Lantra on 1 July 2011 and is now dormant; and
- Upskill UK Limited; a company incorporated on 28 August 2007, to take forward commercial opportunities.

The term 'Group' refers to the combined activity of Lantra and its subsidiaries.

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Appointment of Trustees**

Trustees are appointed independently with recruitment and selection based on an assessment of the skills and experience needed. This assessment is updated regularly. Recruitment is planned to replace Trustees as their term of office expires and to fill casual vacancies as they arise.

**Trustee induction and training**

Incoming Trustees receive induction and training to ensure that they understand the charitable aims and strategic objectives of the Charity as well as the operation of the organisation and the duties and responsibilities of a Trustee. Performance of the Board and of individual Trustees is reviewed on an annual basis. Training and development is undertaken to ensure that knowledge and skills are appropriately maintained.

**Governance structure**

The governance structure consists of the main Board supported by the Audit and Quality Committee and the Remuneration Committee.

The Board of Trustees is comprised of not less than seven nor more than thirteen competent individuals. Trustees who served during the year were:

Dr David Llewellyn (Chair)  
Heather Peck (Retired Chair)  
William Lyle Andrew  
Sarah Batten  
Richard Clarke  
Jane Craigie  
Charles John Henning OBE  
Dr Geoff Mackey (Retired 05/05/2023)  
Martin Redfearn  
Peter Rees (Retired 05/05/2023)  
Dr Mary Thomson  
Prof David Roberts  
Henry Graham (Retired 30/06/2022)

The Board of Trustees meets at least on a quarterly basis to ensure that the Charity is meeting its charitable objectives and remains financially sound. Trustees provide strategic direction for the Charity and agree operational plans which are implemented by the Executive Team. Trustees regularly monitor strategic and operational performance through regular reports against agreed metrics and targets.

The Chief Executive and Senior Staff who served during the period were:

Marcus Potter (Chief Executive Officer)  
Robert Tabor (Commercial Director)  
David Cooke (Operations Director)  
Rachel Campbell (Human Resources Director)  
Corrina Urquhart (Director of External Relations) – Appointed 07/11/2022

**Pay and remuneration of key management**

The remuneration of all staff including key management is benchmarked using local market data and inflation. Based on this benchmark the key management team receive pay rises in line with all other staff in the Charity.

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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In addition, key management may receive a bonus based on the achievement of performance targets set by the Trustees at the beginning of the year. Parameters for the organisational pay review are set by the Remuneration Committee which also scrutinises individual pay rises and performance bonuses of key management.

During the year a new all-staff performance payment to reward staff for Lantra's overall corporate performance was agreed, along with an interim pay award to mitigate the impact of high inflation during the period.

**Risk management and internal control**

The Trustees, through the Audit and Quality Committee, undertake a regular review of risks to ensure that appropriate measures are in place to control and mitigate them. The risk register is reviewed quarterly by the Audit and Quality Committee. The Board and the Audit and Quality Committee also consider any risks which may arise as a result of new activities or areas of work being considered by the Charity.

Lantra seeks to maintain a sound system of internal control to safeguard assets and resources and support the achievement of its charitable objectives. Our internal control processes have been in place for the whole of the year ending 31 March 2023 and are designed to manage risks rather than eliminate them. Lantra's system of internal control involves an ongoing process to identify and evaluate the nature and extent of the main risks which could affect achievement of our objectives, and to manage them efficiently, effectively and economically.

Key features of the system of internal control are:

Procedures for identifying the organisation's key risks in relation to its objectives:

- Review and maintenance of the internal control strategy and risk management policy;
- Involvement of all senior managers to identify, assess and control risks, including consideration of risks at management meetings;
- The allocation of risk ownership;
- The use of internal audit and quality systems compliant with ISO 9001:2015;
- Procedures for ensuring that aspects of risk management and internal control are regularly reviewed and reported on;
- Systems for ensuring compliance with specific regulations or procedures laid down by key external parties;
- The Audit and Quality Committee reviews the systems and procedures in place against the risk schedule to provide guidance to the Executives; and
- The main risks and associated mitigation plans are reviewed by the Board on a quarterly basis.

The key risks facing the organisation are:

**1. Insufficient delivery capacity/coverage – Instructors/Assessors**

Mitigation plan: Each market group has a targeted recruitment plan for the skills groups in its remit, supported by appropriate marketing. An instructor account management programme has been commenced to improve relationships, loyalty to Lantra and to increase the number of Lantra courses each instructor delivers. Performance against instructor recruitment and instructor usage is reviewed quarterly.

**2. Regulatory non-compliance/loss of awarding powers**

Mitigation plan: Lantra's systems of control with regards to regulatory compliance are reviewed continually, culminating in the submission of an annual statement of compliance.

**3. Insufficient stakeholders actively engaged with Lantra**

Mitigation plan: The Director of External Relations has started to engage with external institutions to determine the needs of the sector and to influence and build effective relationships outside Lantra. The Head of Industry Partnership roles which we have in place also engage with key contacts across relevant sectors, to understand skills needs in the market and to further build relationships with professional bodies.

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Health and safety**

Lantra has an identified Health and Safety Officer and a network of health and safety representatives across the organisation to maintain standards. Health and safety are regularly reported on and reviewed both by management and by the Board of Trustees.

**Scottish Activity**

The Office of Scottish Charity Regulator (OSCR) requires certain additional information to be provided concerning Lantra's operation in Scotland, which is laid out in the paragraphs below.

The aims and objectives of Lantra in Scotland are consistent with those for the rest of the UK. Lantra operates across all four countries of the UK, with key functions and support services provided from our head office. Lantra's team in Scotland undertakes a range of activities to support skills development in the land-based and aquaculture sector, including promotion of careers, celebrating the achievements of land-based learners (e.g. at the Royal Highland Show and Land-Based and Aquaculture Learner of the Year Awards), and employer engagement to promote the benefits of training and development and to influence skills policies and funding. Lantra received £1,044,379 funding from Scottish institutions and incurred £563,498 of costs locally. These costs exclude support from non-Scotland-based staff.

**The Charity Governance Code**

The Board of Trustees has reviewed and discussed the Charity Governance Code and considers Lantra to be compliant with all seven principles of the Code.

The Board has agreed its five-year strategic plan for 2020-25 which sets out our clear purpose, vision and values. To ensure we deliver against these objectives we have created a series of key performance indicators and monitor performance against these at our Board meetings. These KPIs measure the effectiveness of the organisation on both an operational and a values basis. The Board is committed to adopting values and creating a culture which helps the organisation achieve its charitable purpose and has created a network of value ambassadors to drive our values throughout the organisation.

All our decisions are based on sound management information and are reviewed against our risk schedule. The Trustees are recruited for their skills and experience as well as their areas of specialism. Recruitment is undertaken against a skills and knowledge matrix and each Board meeting has a feedback session to enable the Board to identify learning and development opportunities in terms of Board effectiveness. The Board regularly has attendance by non-Trustees to assist in open and transparent communication.

**Use of Volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses.

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**LANTRA**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Statement of Trustees' responsibilities**

The Trustees (who are also Directors of Lantra for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity's SORP 2019 (FRS 102);
- Make judgements and accounting 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 Charitable Company and the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006, and with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- So far as each Trustee is aware, there is no relevant audit information of which the Charitable Company's auditors are unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

After conducting the Lantra 5-year Audit Tender process in November 2022 Cooper Parry Group Limited were selected to continue in office and are willing to continue for the upcoming years.

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



**Dr David Llewellyn**

Chair

Date: 22 August 2023

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA**

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**Opinion**

We have audited the financial statements of Lantra (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Parent Charitable Company Balance Sheet, the Consolidated Statement of Cash Flows, the Parent Charitable Company 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 Charitable Company's affairs as at 31 March 2023 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 Charitable Company'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.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Other information**

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the Parent Charitable Company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

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**LANTRA**  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the Parent Charitable Company for the purposes of company law) 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 Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our assessment focused on key laws and regulations the Group and Parent Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Education Act 2011, taxation legislation, data protection, anti-bribery and employment legislation.

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Charitable Company and how the Group and Parent Charitable Company are complying with that framework, including an agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Charitable Company's control environment and how the Group and Parent Charitable Company have applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Charitable Company's risk assessment process, including the risk of fraud.
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing journal

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LANTRA (CONTINUED)**

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entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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. The 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.

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 Parent Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Parent Charitable Company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Parent Charitable Company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Glen Bott (Senior Statutory Auditor)**

for and on behalf of

**Cooper Parry Group Limited**

Statutory Auditor

Cubo Birmingham

Office 401, 4th Floor

Two Chamberlain Square

Birmingham

B3 3AX

Date: 31 August 2023

Cooper Parry Group Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**LANTRA**  
(A Company Limited by Guarantee)

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2023**

|                                                                          | <b>Note</b> | <b>Restricted<br/>funds<br/>2023<br/>£</b> | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------------------------------------------------------------------|-------------|--------------------------------------------|----------------------------------------------|---------------------------------------|---------------------------------------|
| <b>Income from:</b>                                                      |             |                                            |                                              |                                       |                                       |
| Donations and legacies                                                   | 3           | -                                          | -                                            | -                                     | 19,289                                |
| Charitable activities:                                                   | 4,5         |                                            |                                              |                                       |                                       |
| Awarding and Learning                                                    |             | 10,020                                     | 7,416,108                                    | 7,426,128                             | 6,188,127                             |
| Grants and other Government contracts                                    |             | -                                          | 3,959,583                                    | 3,959,583                             | 4,418,081                             |
| Other services provided                                                  |             | -                                          | 348,511                                      | 348,511                               | 286,171                               |
| Investments                                                              | 6           | -                                          | 4,715                                        | 4,715                                 | 222                                   |
| <b>Total income</b>                                                      |             | <b>10,020</b>                              | <b>11,728,917</b>                            | <b>11,738,937</b>                     | <b>10,911,890</b>                     |
| <b>Expenditure on:</b>                                                   |             |                                            |                                              |                                       |                                       |
| Charitable activities                                                    | 7           | 19,177                                     | 10,975,306                                   | 10,994,483                            | 9,820,376                             |
| <b>Total expenditure</b>                                                 |             | <b>19,177</b>                              | <b>10,975,306</b>                            | <b>10,994,483</b>                     | <b>9,820,376</b>                      |
| <b>Net (expenditure)/income before net (losses)/gains on investments</b> |             | <b>(9,157)</b>                             | <b>753,611</b>                               | <b>744,454</b>                        | <b>1,091,514</b>                      |
| Net (losses)/gains on investments                                        |             | -                                          | (28,521)                                     | (28,521)                              | 77,694                                |
| <b>Net movement in funds</b>                                             |             | <b>(9,157)</b>                             | <b>725,090</b>                               | <b>715,933</b>                        | <b>1,169,208</b>                      |
| <b>Reconciliation of funds:</b>                                          |             |                                            |                                              |                                       |                                       |
| Total funds brought forward                                              |             | 20,764                                     | 4,803,396                                    | 4,824,160                             | 3,654,952                             |
| Net movement in funds                                                    |             | (9,157)                                    | 725,090                                      | 715,933                               | 1,169,208                             |
| <b>Total funds carried forward</b>                                       |             | <b>11,607</b>                              | <b>5,528,486</b>                             | <b>5,540,093</b>                      | <b>4,824,160</b>                      |

All activities during the year are classed as continuing.

The Charity has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

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

The notes on pages 23 to 44 form part of these financial statements.

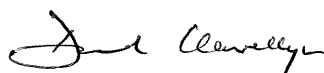
LANTRA  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

**CONSOLIDATED BALANCE SHEET  
AS AT 31 MARCH 2023**

|                                                | Note | 2023<br>£        | 2022<br>£        |
|------------------------------------------------|------|------------------|------------------|
| <b>Fixed assets</b>                            |      |                  |                  |
| Tangible assets                                | 14   | 632,773          | 469,899          |
| Investments                                    | 15   | 2,274,536        | 2,303,058        |
|                                                |      | <u>2,907,309</u> | <u>2,772,957</u> |
| <b>Current assets</b>                          |      |                  |                  |
| Debtors                                        | 16   | 1,897,830        | 3,693,963        |
| Cash at bank and in hand                       |      | 2,070,808        | 1,906,506        |
|                                                |      | <u>3,968,638</u> | <u>5,600,469</u> |
| Creditors: amounts falling due within one year | 17   | (1,335,854)      | (3,549,266)      |
| <b>Net current assets</b>                      |      | <u>2,632,784</u> | <u>2,051,203</u> |
| <b>Total assets less current liabilities</b>   |      | <u>5,540,093</u> | <u>4,824,160</u> |
| <b>Total net assets</b>                        |      | <u>5,540,093</u> | <u>4,824,160</u> |
| <b>Charity funds</b>                           |      |                  |                  |
| Restricted funds                               | 19   | 11,607           | 20,764           |
| Unrestricted funds                             | 19   | 5,528,486        | 4,803,396        |
| <b>Total funds</b>                             |      | <u>5,540,093</u> | <u>4,824,160</u> |

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

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



**Dr David Llewellyn**

Chair

Date: 22 August 2023

The notes on pages 23 to 44 form part of these financial statements.

LANTRA  
(A Company Limited by Guarantee)  
REGISTERED NUMBER: 02823181

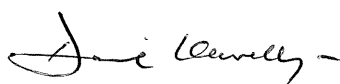
**PARENT CHARITABLE COMPANY BALANCE SHEET  
AS AT 31 MARCH 2023**

|                                                | Note | 2023<br>£               | 2022<br>£               |
|------------------------------------------------|------|-------------------------|-------------------------|
| <b>Fixed assets</b>                            |      |                         |                         |
| Tangible assets                                | 14   | 632,773                 | 469,899                 |
| Investments                                    | 15   | 2,274,638               | 2,303,160               |
|                                                |      | <u>2,907,411</u>        | <u>2,773,059</u>        |
| <b>Current assets</b>                          |      |                         |                         |
| Debtors                                        | 16   | 1,897,828               | 3,693,963               |
| Cash at bank and in hand                       |      | 2,057,230               | 1,902,926               |
|                                                |      | <u>3,955,058</u>        | <u>5,596,889</u>        |
| Creditors: amounts falling due within one year | 17   | (1,341,744)             | (3,562,108)             |
| <b>Net current assets</b>                      |      | <u>2,613,314</u>        | <u>2,034,781</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>5,520,725</u>        | <u>4,807,840</u>        |
| <b>Total net assets</b>                        |      | <u><u>5,520,725</u></u> | <u><u>4,807,840</u></u> |
| <b>Charity funds</b>                           |      |                         |                         |
| Restricted funds                               |      | 11,607                  | 20,764                  |
| Unrestricted funds                             |      | 5,509,118               | 4,787,076               |
| <b>Total funds</b>                             |      | <u><u>5,520,725</u></u> | <u><u>4,807,840</u></u> |

The Parent Charitable Company's net movement in funds for the year was £712,885 (2022: £1,192,160).

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

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



**Dr David Llewellyn**

Chair

Date: 22 August 2023

The notes on pages 23 to 44 form part of these financial statements.

**LANTRA**  
**(A Company Limited by Guarantee)**

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

|                                                         | Note | 2023<br>£        | 2022<br>£          |
|---------------------------------------------------------|------|------------------|--------------------|
| <b>Cash flows from operating activities</b>             |      |                  |                    |
| Net cash used in operating activities                   | 22   | <b>412,909</b>   | 210,245            |
| <b>Cash flows from investing activities</b>             |      |                  |                    |
| Interest Received                                       |      | <b>4,716</b>     | 222                |
| Purchase of fixed asset investments                     |      | -                | (1,000,000)        |
| Purchase of fixed assets                                | 14   | <b>(253,503)</b> | (131,219)          |
| Proceeds from sale of tangible fixed assets             |      | <b>180</b>       | -                  |
| <b>Net cash used in investing activities</b>            |      | <b>(248,607)</b> | <b>(1,130,997)</b> |
| <b>Cash flows from financing activities</b>             |      |                  |                    |
| <b>Net cash provided by financing activities</b>        |      | -                | -                  |
| <b>Change in cash and cash equivalents in the year</b>  |      | <b>164,302</b>   | <b>(920,752)</b>   |
| Cash and cash equivalents at the beginning of the year  |      | <b>1,906,506</b> | 2,827,258          |
| <b>Cash and cash equivalents at the end of the year</b> | 23   | <b>2,070,808</b> | 1,906,506          |

The notes on pages 23 to 44 form part of these financial statements

**LANTRA**  
**(A Company Limited by Guarantee)**

**PARENT CHARITABLE COMPANY STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

|                                                         | Note | 2023<br>£        | 2022<br>£          |
|---------------------------------------------------------|------|------------------|--------------------|
| <b>Cash flows from operating activities</b>             |      |                  |                    |
| Net cash used in operating activities                   | 22   | <b>397,987</b>   | 205,434            |
| <b>Cash flows from investing activities</b>             |      |                  |                    |
| Interest received                                       |      | <b>9,640</b>     | 2,080              |
| Purchase of fixed asset investments                     |      | -                | (1,000,000)        |
| Purchase of fixed assets                                | 14   | <b>(253,503)</b> | (131,219)          |
| Proceeds from sale of tangible fixed assets             |      | <b>180</b>       | -                  |
| <b>Net cash used in investing activities</b>            |      | <b>(243,683)</b> | <b>(1,129,139)</b> |
| <b>Cash flows from financing activities</b>             |      |                  |                    |
| <b>Net cash provided by financing activities</b>        |      | -                | -                  |
| <b>Change in cash and cash equivalents in the year</b>  |      | <b>154,304</b>   | <b>(923,705)</b>   |
| Cash and cash equivalents at the beginning of the year  |      | <b>1,902,926</b> | 2,826,631          |
| <b>Cash and cash equivalents at the end of the year</b> | 23   | <b>2,057,230</b> | 1,902,926          |

The notes on pages 23 to 44 form part of these financial statements

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. General information**

Lantra is a private limited company, limited by guarantee and incorporated and registered in England and Wales. Its company registration number is: 2823181. It is domiciled in England.

The Registered Office is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

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

Lantra meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention except that certain investments are held at market value.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Parent Charitable Company and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis. The financial statements are prepared in Sterling (£), which is Lantra's functional currency and are rounded to the nearest whole pound.

The Parent Charitable Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of Financial Activities in these financial statements.

The financial statements have been prepared in accordance with all applicable laws and regulations for both, charities and companies.

**2.2 Going concern**

The financial statements have been prepared on a going concern basis. Lantra is considered to be a going concern on the basis that the group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.3 Incoming Resources**

All income is recognised when the Charity is legally entitled to it, after any performance conditions have been met, the amounts can be measured reliably, and it is probable that the income will be received.

The following policies are applied to the specific categories of income:

**Income from grants and government contracts**

Grants and donations are recognised in the Statement of Financial Activities when the Charity becomes entitled to receipt, when receipt is probable and when the value can be reliably quantified.

Grants and contracts that have performance related conditions are recognised in the Statement of Financial Activities when performance conditions are satisfied.

Deferred income is recognised in the balance sheet when the Charity has received income in advance of performance related conditions being met.

Grants receivable for capital expenditure are maintained in a restricted fund to which depreciation of the relevant asset is charged.

**Interest and investment income**

Interest and investment income is accounted for when receivable by the Charity.

**2.4 Resources Expended**

All expenditure is accounted for on an accruals basis as a liability is incurred and has been classified under headings that aggregate all costs related to the category. Direct staff costs and overheads are allocated between charitable activities on the basis of estimated time spent on each project. Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with administration of the Charity and compliance with statutory requirements,

Support costs are allocated in proportion to the staff numbers incurred on the Charity's various activities.

**2.5 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

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**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.5 Tangible fixed assets and depreciation (continued)**

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

|                                  |   |                      |
|----------------------------------|---|----------------------|
| Long leasehold premises          | - | 4% per annum         |
| Office equipment                 | - | 20% to 33% per annum |
| Office Furniture                 | - | 20% per annum        |
| Software and website development | - | 33% per annum        |

**2.6 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

**2.7 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.8 Creditors**

Trade and other creditors are recognised at the settlement amount due after any trade discounts offered. Accruals are valued at the amount accrued net of any trade discounts due.

**2.9 Financial Instruments**

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

Financial assets that are measured at fair value are valued based on valuations obtained at the year end. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**2. Accounting policies (continued)**

**2.10 Retirement benefits - Pension Scheme**

The Charity participates in the ITB Pension Funds, a defined benefit scheme, which is externally funded and has its own direct contribution stakeholder pension. The fund is valued at least every 3 years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary. The scheme operates as a pooled arrangement. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Charity.

In these circumstances, contributions are accounted for as if the scheme was a defined contribution scheme based on actual contributions paid through the year with the amount charged to the Statements of Financial Activities in respect of pension costs and other post-retirement benefits being the contributions payable in the year.

**2.11 Redundancy Costs**

The costs of making employees redundant are recognised in the period in which the redundancy is communicated to the employee. In cases where the redundancy is communicated prior to the year end but the employee does not leave until after the year end, the full costs of the redundancy are accrued.

**2.12 Leased assets**

Rentals paid under operating leases are charged to income on a straight-line basis over the term of the lease. Operating leases are where the risks and rewards of ownership remain with the lessor.

**2.13 Restricted funds**

Lantra receives some restricted income which can only be used for specified purposes as stated by the funder. Each type of restricted fund is accounted for and separately identified in the accounts.

**2.14 Unrestricted funds**

Unrestricted funds are incoming resources received or generated for charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

**2.15 Judgements in applying accounting policies and key sources of estimation uncertainty**

In preparing the Financial Statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

In relation to government contract income where we also have deferred income overlapping the financial year end, the income recognised matches the direct costs and any remaining contract funds are not recognised until the contract is complete. Accruals are mostly based on post year end events and depreciation rates are set based on industry norms and are consistent year on year.

**LANTRA**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**3. Income from donations and legacies**

|              | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------|----------------------------------------------|---------------------------------------|---------------------------------------|
| Other Grants | -                                            | -                                     | 19,289                                |
|              | <u>-</u>                                     | <u>-</u>                              | <u>19,289</u>                         |

**4. Analysis of grants and other Government contracts**

|                                             | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> |
|---------------------------------------------|----------------------------------------------|----------------------------------------------|
| Other Government contracts                  | 3,906,003                                    | 4,310,731                                    |
| Other Skills Development Scotland Contracts | 53,850                                       | 107,350                                      |
|                                             | <u>3,959,853</u>                             | <u>4,418,081</u>                             |

**5. Other services provided**

|                               | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> |
|-------------------------------|----------------------------------------------|----------------------------------------------|
| Sale of Animal Care workbooks | -                                            | -                                            |
| Apprenticeship certification  | 35,516                                       | 51,021                                       |
| Room hire                     | 24,525                                       | 3,548                                        |
| Skills Manager sales          | 234,694                                      | 213,817                                      |
| Consultancy                   | 53,698                                       | 17,546                                       |
| Other                         | 78                                           | 239                                          |
|                               | <u>348,511</u>                               | <u>286,171</u>                               |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**6. Investment income**

|                     | Unrestricted<br>funds<br>2023<br>£ | Total<br>funds<br>2023<br>£ | Total<br>funds<br>2022<br>£ |
|---------------------|------------------------------------|-----------------------------|-----------------------------|
| Interest receivable | 4,715                              | <b>4,715</b>                | 222                         |

**7. Analysis of total resources expended**

|                               | Direct costs<br>£       | Staff costs<br>£        | Support<br>costs<br>£ | Total 2023<br>£          | Total 2022<br>£         |
|-------------------------------|-------------------------|-------------------------|-----------------------|--------------------------|-------------------------|
| <b>Charitable Activities:</b> |                         |                         |                       |                          |                         |
| Awarding and Learning         | 2,633,740               | 2,635,702               | 515,290               | <b>5,784,732</b>         | 4,468,941               |
| Grants and Contracts          | 2,417,237               | 1,196,407               | 252,960               | <b>3,866,604</b>         | 4,208,703               |
| Other services provided       | 3,552                   | 1,174,875               | 164,720               | <b>1,343,147</b>         | 1,142,732               |
| <b>Total</b>                  | <b><u>5,054,529</u></b> | <b><u>5,006,984</u></b> | <b><u>932,970</u></b> | <b><u>10,994,483</u></b> | <b><u>9,820,376</u></b> |

- Staff costs have been allocated to activities based on the estimated time spent by staff members on those activities.
- Support costs have been allocated based on estimated time spent by staff members on those activities.

Total expenditure in the year was £10,994,483 (2022: £9,820,376) with £10,975,306 unrestricted (2022: £9,818,880) and £19,177 restricted (2022: £1,496).

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**8. Support Costs**

|                              | <b>Awarding &amp;<br/>Learning</b> | <b>Grants &amp;<br/>Contracts</b> | <b>Other<br/>services<br/>provided</b> | <b>2023</b>           | <b>2022</b>           |
|------------------------------|------------------------------------|-----------------------------------|----------------------------------------|-----------------------|-----------------------|
|                              | £                                  | £                                 | £                                      | £                     | £                     |
| <b>Support Costs</b>         |                                    |                                   |                                        |                       |                       |
| Repairs & Maintenance        | 24,953                             | 12,250                            | 8,166                                  | <b>45,369</b>         | 77,256                |
| Depreciation                 | 49,002                             | 24,056                            | 16,037                                 | <b>89,095</b>         | 140,077               |
| IT & Telephone               | 138,949                            | 68,211                            | 45,474                                 | <b>252,634</b>        | 213,943               |
| Rent & Rates                 | 59,390                             | 29,155                            | 19,437                                 | <b>107,982</b>        | 99,043                |
| General office               | 188,016                            | 92,298                            | 61,532                                 | <b>341,846</b>        | 274,373               |
| Governance costs (see below) | 54,286                             | 25,055                            | 16,703                                 | <b>96,044</b>         | 13,294                |
| <b>Total</b>                 | <b><u>514,596</u></b>              | <b><u>251,025</u></b>             | <b><u>167,349</u></b>                  | <b><u>932,970</u></b> | <b><u>817,986</u></b> |

|                               | <b>Awarding &amp;<br/>Learning</b> | <b>Grants &amp;<br/>Contracts</b> | <b>Other<br/>services<br/>provided</b> | <b>2023</b>          | <b>2022</b>          |
|-------------------------------|------------------------------------|-----------------------------------|----------------------------------------|----------------------|----------------------|
|                               | £                                  | £                                 | £                                      | £                    | £                    |
| <b>Governance Costs</b>       |                                    |                                   |                                        |                      |                      |
| Audit & Account Prep. fees    | 13,788                             | 5,198                             | 3,465                                  | <b>22,451</b>        | 13,850               |
| Bad debts                     | 32,346                             | 15,879                            | 10,586                                 | <b>58,811</b>        | (26,740)             |
| Meeting and Board costs       | 3,534                              | 1,735                             | 1,157                                  | <b>6,426</b>         | 2,063                |
| Other Professional Fees       | 4,618                              | 2,243                             | 1,495                                  | <b>8,356</b>         | 24,121               |
| <b>Total Governance Costs</b> | <b><u>54,286</u></b>               | <b><u>25,055</u></b>              | <b><u>16,703</u></b>                   | <b><u>96,044</u></b> | <b><u>13,294</u></b> |

Costs are allocated based on the staff allocated to each activity.

**9. Auditor's remuneration**

|                                                                                                                          | <b>2023</b>   | <b>2022</b> |
|--------------------------------------------------------------------------------------------------------------------------|---------------|-------------|
|                                                                                                                          | £             | £           |
| Fees payable to the Parent Charitable Company's auditor for the audit of the Parent Charitable Company's annual accounts | <b>13,750</b> | 12,100      |
| Fees payable to the Parent Charitable Company's auditor in respect of:                                                   |               |             |
| Audit of subsidiary accounts                                                                                             | <b>1,750</b>  | -           |
| Review of subsidiary accounts                                                                                            | -             | 750         |
| Corporation tax                                                                                                          | <b>2,800</b>  | 1,000       |

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**10. Staff costs**

|                          | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|--------------------------|--------------------|--------------------|----------------------|----------------------|
| Salaries and wages       | 4,188,344          | 3,682,455          | 4,188,344            | 3,682,455            |
| Social security costs    | 409,631            | 359,887            | 409,631              | 359,887              |
| Pension costs            | 177,518            | 155,858            | 177,518              | 155,858              |
| Restructuring costs      | 14,072             | 1,902              | 14,072               | 1,902                |
|                          | <u>4,789,565</u>   | <u>4,200,102</u>   | <u>4,789,565</u>     | <u>4,200,102</u>     |
| Travel/Subsistence       | 311,158            | 240,013            | 311,158              | 240,013              |
| Value of Benefit in Kind | (93,739)           | (100,240)          | (93,739)             | (100,240)            |
|                          | <u>5,006,984</u>   | <u>4,339,875</u>   | <u>5,006,984</u>     | <u>4,339,875</u>     |

The costs and liabilities in relation to the defined contribution pension scheme are allocated between activities on the same basis as staff costs. Direct staff costs including pensions are allocated directly to the activities that the staff work on, based on the estimated time that the employees have worked on the projects. Support staff pension costs are allocated in-line with all support costs.

Restructuring costs of £14,072 (2022: £1,902) including redundancy costs of £11,717 (2022: £1,902) and £2,355 (2022: £Nil) of settlement costs were incurred during the year. At the balance sheet date £11,717 (2022: £nil) was accrued in relation to redundancy payments that had been agreed but not paid.

The average number of persons employed by the Parent Charitable Company during the year was as follows:

|                       | Group<br>2023<br>No. | Group<br>2022<br>No. | Company<br>2023<br>No. | Company<br>2022<br>No. |
|-----------------------|----------------------|----------------------|------------------------|------------------------|
| Government Contracts  | 36                   | 37                   | 36                     | 37                     |
| Awarding and Learning | 73                   | 68                   | 73                     | 68                     |
| Central Services      | 24                   | 20                   | 24                     | 20                     |
|                       | <u>133</u>           | <u>125</u>           | <u>133</u>             | <u>125</u>             |

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**LANTRA**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**10. Staff costs (continued)**

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

|                                 | <b>Group<br/>2023<br/>No.</b> | <b>Group<br/>2022<br/>No.</b> |
|---------------------------------|-------------------------------|-------------------------------|
| In the band £90,001 - £100,000  | <b>1</b>                      | 1                             |
| In the band £100,001 - £110,000 | <b>1</b>                      | -                             |
| In the band £110,001 - £120,000 | -                             | 1                             |
| In the band £140,001 - £150,000 | <b>1</b>                      | 1                             |

The number of higher paid staff to whom retirement benefits are accruing is 3 (2022: 3).

The total remuneration paid to key management personnel for their services provided to the Charity was £491,664 (2022: £453,098). Key management personnel comprise of the trustees and the Chief Executive and Senior Staff as detailed on pages 1 and 2.

**11. Trustees' remuneration and expenses**

During the financial year and in accordance with the Memorandum and Articles of Association of the Charity the sum of £7,292 was paid to Heather Peck (2022: £12,500) and £5,208 was paid to David Llewellyn (2022: £nil) for consultancy services which the Chair provided to the Board during the year. Heather Peck served as Chair during the year until 31 October 2022 and David Llewellyn served as Chair from 1 November 2022. This year the Charity paid no other Trustees for additional work undertaken in line with its Articles of Association (2022: no remuneration was paid to any other Trustees).

Pension contributions worth £nil were made on behalf of the Chair (2022: £nil). Pension contributions worth £nil were made on behalf of any other Trustee (2022: £nil).

During the year ended 31 March 2023, expenses totalling £8,526 were reimbursed or paid directly to 14 Trustees (2022 - £3,001 to 7 Trustees) for meeting and travel expenses.

**12. Support of volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses. It is difficult to put a value on this contribution.

**13. Net income attributable to the parent company**

The entity has taken exemption from presenting its own profit and loss account under section 408 of Companies Act 2006. The net income dealt with in the financial statements of the parent company is £712,885 (2022: £1,192,160).

**LANTRA**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**14. Tangible fixed assets**

**Group and Company**

|                          | Long<br>leasehold<br>premises<br>£ | Office<br>furniture<br>£ | Office<br>equipment<br>£ | Software and<br>website<br>development<br>£ | Total<br>£ |
|--------------------------|------------------------------------|--------------------------|--------------------------|---------------------------------------------|------------|
| <b>Cost or valuation</b> |                                    |                          |                          |                                             |            |
| At 1 April 2022          | 510,465                            | 1,788                    | 235,258                  | 436,591                                     | 1,184,102  |
| Additions                | 3,590                              | 2,884                    | 61,349                   | 185,680                                     | 253,503    |
| Disposals                | -                                  | -                        | (3,039)                  | -                                           | (3,039)    |
| At 31 March 2023         | 514,055                            | 4,672                    | 293,568                  | 622,271                                     | 1,434,566  |
| <b>Depreciation</b>      |                                    |                          |                          |                                             |            |
| At 1 April 2022          | 305,691                            | 1,548                    | 169,515                  | 237,449                                     | 714,203    |
| Charge for the year      | 19,707                             | 614                      | 38,002                   | 31,156                                      | 89,479     |
| On disposals             | -                                  | -                        | (1,889)                  | -                                           | (1,889)    |
| At 31 March 2023         | 325,398                            | 2,162                    | 205,628                  | 268,605                                     | 801,793    |
| <b>Net book value</b>    |                                    |                          |                          |                                             |            |
| At 31 March 2023         | 188,657                            | 2,510                    | 87,940                   | 353,666                                     | 632,773    |
| At 31 March 2022         | 204,774                            | 240                      | 65,743                   | 199,142                                     | 469,899    |

**15. Fixed asset investments**

| <b>Group</b>                | <b>Listed<br/>investments<br/>£</b> |
|-----------------------------|-------------------------------------|
| At 1 April 2022             | 2,303,058                           |
| Additions                   | 788,524                             |
| Disposals                   | (75,735)                            |
| Revaluations                | (28,521)                            |
| Movement in capital account | (712,790)                           |
| At 31 March 2023            | 2,274,536                           |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**15. Fixed asset investments (continued)**

| <b>Parent Charitable Company</b> | <b>Investments<br/>in<br/>subsidiary<br/>companies<br/>£</b> | <b>Listed<br/>investments<br/>£</b> | <b>Total<br/>£</b> |
|----------------------------------|--------------------------------------------------------------|-------------------------------------|--------------------|
| At 1 April 2022                  | 102                                                          | 2,303,058                           | 2,303,160          |
| Additions                        | -                                                            | 788,524                             | 788,524            |
| Disposals                        | -                                                            | (75,735)                            | (75,735)           |
| Revaluations                     | -                                                            | (28,521)                            | (28,521)           |
| Movement in capital account      | -                                                            | (712,790)                           | (712,790)          |
| At 31 March 2023                 | <u>102</u>                                                   | <u>2,274,536</u>                    | <u>2,274,638</u>   |

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**15. Fixed asset investments (continued)**

**Principal subsidiaries**

The following were subsidiary undertakings of the Parent Charitable Company:

| <b>Names</b>          | <b>Company number</b> | <b>Principal activity</b>                                                              | <b>Class of shares</b> | <b>Holding</b> |
|-----------------------|-----------------------|----------------------------------------------------------------------------------------|------------------------|----------------|
| Upskill UK Limited    | 06352816              | The development and supply of IT solutions based on individual and business competency | Ordinary               | 100%           |
| Lantra Awards Limited | 03567982              | Dormant                                                                                | Ordinary               | 100%           |

The registered office of each of the above subsidiary undertakings is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

The financial results of the subsidiaries for the year were:

| <b>Names</b>          | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Profit/(Loss)<br/>/ Surplus/<br/>(Deficit) for<br/>the year<br/>£</b> | <b>Net assets<br/>£</b> |
|-----------------------|---------------------|--------------------------|--------------------------------------------------------------------------|-------------------------|
| Upskill UK Limited    | <b>25,550</b>       | <b>(22,502)</b>          | <b>3,048</b>                                                             | <b>(137,176)</b>        |
| Lantra Awards Limited | -                   | -                        | -                                                                        | <b>2</b>                |

During the year ended 31 March 2018 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,295,148 at 31 March 2023.

During the year ended 31 March 2022 Lantra invested in a multi-asset portfolio seeking long term growth, the original investment of £1,000,000 was valued at £979,389 at 31 March 2023.

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**16. Debtors**

|                            | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|----------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Due within one year</b> |                    |                    |                      |                      |
| Trade debtors              | 1,645,553          | 3,426,719          | 1,645,553            | 3,426,719            |
| Other debtors              | 7,282              | 7,564              | 7,280                | 7,564                |
| Accrued income             | 32,061             | 36,014             | 32,061               | 36,014               |
| Prepayments                | 212,934            | 223,666            | 212,934              | 223,666              |
|                            | <u>1,897,830</u>   | <u>3,693,963</u>   | <u>1,897,828</u>     | <u>3,693,963</u>     |

Accrued income includes £31,460 ENRaW paid for from Social Farms and Gardens.

**17. Creditors: Amounts falling due within one year**

|                                    | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Trade creditors                    | 464,322            | 496,886            | 464,321              | 496,886              |
| Amounts owed to group undertakings | -                  | -                  | 9,089                | 14,592               |
| Other taxation and social security | 287,704            | 279,893            | 287,704              | 279,893              |
| Other creditors                    | 685                | 586                | 687                  | 586                  |
| Deferred income                    | 342,194            | 2,491,042          | 342,194              | 2,491,042            |
| Accruals                           | 240,949            | 280,859            | 237,749              | 279,109              |
|                                    | <u>1,335,854</u>   | <u>3,549,266</u>   | <u>1,341,744</u>     | <u>3,562,108</u>     |

Group deferred income comprises contract income received in advance of contract outputs/ milestones being delivered. This figure is calculated based on actual outputs at the year end compared to cash received and includes any provisions to allow for non-delivery by the conclusion of the project timetable.

Deferred income includes £59,530 from Welsh Government for various projects (2022: £1,499,363), £149,311 (2022: £566,810) for end point assessments invoiced in advance and other deferred income of £124,752 from Scottish Government for various projects (2022: £416,668).

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|                                        | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Deferred income at 1 April 2022        | 2,491,042          | 2,224,775          | 2,491,042            | 2,224,775            |
| Resources deferred during the year     | 217,577            | 442,068            | 217,577              | 442,068              |
| Amounts released from previous periods | (2,366,425)        | (175,801)          | (2,366,425)          | (175,801)            |
|                                        | <u>342,194</u>     | <u>2,491,042</u>   | <u>342,194</u>       | <u>2,491,042</u>     |

**18. Financial instruments**

|                                                                            | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|----------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Financial assets</b>                                                    |                    |                    |                      |                      |
| Financial assets measured at fair value through profit or loss             | 2,070,808          | 1,906,506          | 2,057,230            | 1,902,926            |
| Financial assets that are debt instruments measured at amortised cost      | 1,684,896          | 3,470,297          | 1,684,894            | 3,470,297            |
|                                                                            | <u>3,755,704</u>   | <u>5,376,803</u>   | <u>3,742,124</u>     | <u>5,373,223</u>     |
|                                                                            | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
| <b>Financial liabilities</b>                                               |                    |                    |                      |                      |
| Financial liabilities that are debt instruments measured at amortised cost | 993,660            | 1,058,224          | 999,550              | 1,071,066            |

Financial assets measured at fair value through profit or loss comprise of cash at bank and in-hand. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities that are debt instruments measured at amortised cost consists of trade creditors, other creditors, other taxation and social security, and accruals.

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**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Statement of funds**

**Statement of funds - current year**

|                                 | Balance at 1<br>April 2022<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2023<br>£ |
|---------------------------------|---------------------------------|-------------|------------------|--------------------------|-------------------------|-------------------------------------|
| <b>Unrestricted funds</b>       |                                 |             |                  |                          |                         |                                     |
| Designated funds                | -                               | -           | -                | -                        | -                       | -                                   |
| <b>Unrestricted funds</b>       |                                 |             |                  |                          |                         |                                     |
| Unrestricted funds              | 4,803,396                       | 11,728,917  | (10,975,306)     | -                        | (28,521)                | 5,528,486                           |
| <b>Total Unrestricted funds</b> | 4,803,396                       | 11,728,917  | (10,975,306)     | -                        | (28,521)                | 5,528,486                           |
| <b>Restricted funds</b>         |                                 |             |                  |                          |                         |                                     |
| Frank Parkinson Trust           | 800                             | -           | (400)            | -                        | -                       | 400                                 |
| Animal Care Lead Body           | 4,388                           | 20          | -                | -                        | -                       | 4,408                               |
| R2                              | 1,080                           | -           | -                | -                        | -                       | 1,080                               |
| Instructor Levy                 | 14,496                          | 10,000      | (18,777)         | -                        | -                       | 5,719                               |
|                                 | 20,764                          | 10,020      | (19,177)         | -                        | -                       | 11,607                              |
| <b>Total of funds</b>           | 4,824,160                       | 11,738,937  | (10,994,483)     | -                        | (28,521)                | 5,540,093                           |

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

**19. Statement of funds (continued)**

**Statement of funds - prior year**

|                                 | Balance at<br>1 April 2021<br>£ | Income<br>£       | Expenditure<br>£   | Transfers<br>in/out<br>£ | Gains/<br>(Losses)<br>£ | Balance at<br>31 March<br>2022<br>£ |
|---------------------------------|---------------------------------|-------------------|--------------------|--------------------------|-------------------------|-------------------------------------|
| <b>Unrestricted funds</b>       |                                 |                   |                    |                          |                         |                                     |
| Designated Funds                | 10,000                          | -                 | -                  | (10,000)                 | -                       | -                                   |
| Unrestricted funds              | 3,638,287                       | 10,906,295        | (9,818,880)        | -                        | 77,694                  | 4,803,396                           |
| <b>Total Unrestricted funds</b> | <b>3,648,287</b>                | <b>10,906,295</b> | <b>(9,818,880)</b> | <b>(10,000)</b>          | <b>77,694</b>           | <b>4,803,396</b>                    |
| <b>Restricted funds</b>         |                                 |                   |                    |                          |                         |                                     |
| Frank Parkinson Trust           | 1,200                           | -                 | (400)              | -                        | -                       | 800                                 |
| Animal Care Lead Body           | 4,385                           | 3                 | -                  | -                        | -                       | 4,388                               |
| R2                              | 1,080                           | -                 | -                  | -                        | -                       | 1,080                               |
| Instructor Levy                 | -                               | 5,592             | (1,096)            | 10,000                   | -                       | 14,496                              |
|                                 | 6,665                           | 5,595             | (1,496)            | 10,000                   | -                       | 20,764                              |
| <b>Total of funds</b>           | <b>3,654,952</b>                | <b>10,911,890</b> | <b>(9,820,376)</b> | <b>-</b>                 | <b>77,694</b>           | <b>4,824,160</b>                    |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**19. Statement of funds (continued)**

The Frank Parkinson Trust contributed funds towards building costs.

Animal Care Lead Body funds provide support for the keeping of animals in educational establishments.

R2 provide funds to support the promotion of the arboriculture professional skills register to the industry.

The instructor levy is a course fund levy established to help new instructors cover the cost of skills assessment. It is aimed to help overcome barriers to recruitment and will be used to pay for:

- Training and development costs for new instructors in certain specified skills
- Supporting providers to mentor new instructors
- Funding instructional techniques courses

**20. Summary of funds**

**Summary of funds - current year**

|                  | <b>Balance at 1<br/>April 2022<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Gains/<br/>(Losses)<br/>£</b> | <b>Balance at<br/>31 March<br/>2023<br/>£</b> |
|------------------|------------------------------------------|---------------------|--------------------------|----------------------------------|-----------------------------------------------|
| General funds    | 4,803,396                                | 11,728,917          | (10,975,306)             | (28,521)                         | 5,528,486                                     |
| Restricted funds | 20,764                                   | 10,020              | (19,177)                 | -                                | 11,607                                        |
|                  | <b>4,824,160</b>                         | <b>11,738,937</b>   | <b>(10,994,483)</b>      | <b>(28,521)</b>                  | <b>5,540,093</b>                              |

**Summary of funds - prior year**

|                  | <b>Balance at<br/>1 April 2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>in/out<br/>£</b> | <b>Gains/<br/>(Losses)<br/>£</b> | <b>Balance at<br/>31 March<br/>2022<br/>£</b> |
|------------------|------------------------------------------|---------------------|--------------------------|-----------------------------------|----------------------------------|-----------------------------------------------|
| Designated funds | 10,000                                   | -                   | -                        | (10,000)                          | -                                | -                                             |
| General funds    | 3,638,287                                | 10,906,295          | (9,818,880)              | -                                 | 77,694                           | 4,803,396                                     |
| Restricted funds | 6,665                                    | 5,595               | (1,496)                  | 10,000                            | -                                | 20,764                                        |
|                  | <b>3,654,952</b>                         | <b>10,911,890</b>   | <b>(9,820,376)</b>       | <b>-</b>                          | <b>77,694</b>                    | <b>4,824,160</b>                              |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

|                               | <b>Restricted<br/>funds<br/>2023<br/>£</b> | <b>Unrestricted<br/>funds<br/>2023<br/>£</b> | <b>Total<br/>funds<br/>2023<br/>£</b> |
|-------------------------------|--------------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets         | 400                                        | 632,373                                      | <b>632,773</b>                        |
| Fixed asset investments       | -                                          | 2,274,536                                    | <b>2,274,536</b>                      |
| Current assets                | 11,207                                     | 3,957,431                                    | <b>3,968,638</b>                      |
| Creditors due within one year | -                                          | (1,335,854)                                  | <b>(1,335,854)</b>                    |
| <b>Total</b>                  | <b>11,607</b>                              | <b>5,528,486</b>                             | <b>5,540,093</b>                      |

**Analysis of net assets between funds - prior year**

|                               | <b>Restricted<br/>funds<br/>2022<br/>£</b> | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-------------------------------|--------------------------------------------|----------------------------------------------|---------------------------------------|
| Tangible fixed assets         | 800                                        | 469,099                                      | 469,899                               |
| Fixed asset investments       | -                                          | 2,303,058                                    | 2,303,058                             |
| Current assets                | 19,964                                     | 5,580,505                                    | 5,600,469                             |
| Creditors due within one year | -                                          | (3,549,266)                                  | (3,549,266)                           |
| <b>Total</b>                  | <b>20,764</b>                              | <b>4,803,396</b>                             | <b>4,824,160</b>                      |

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**NOTES TO THE FINANCIAL STATEMENTS  
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**22. Reconciliation of net movement in funds to net cash flow from operating activities**

|                                                                    | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|--------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Net income for the year (as per Statement of Financial Activities) | <b>715,933</b>     | 1,169,208          | <b>712,885</b>       | 1,192,160            |
| <b>Adjustments for:</b>                                            |                    |                    |                      |                      |
| Depreciation charges                                               | <b>89,479</b>      | 140,077            | <b>89,479</b>        | 140,077              |
| Gains/(losses) on investments                                      | <b>28,521</b>      | (77,694)           | <b>28,521</b>        | (77,694)             |
| Dividends, interests and rents from investments                    | <b>(4,715)</b>     | (222)              | <b>(9,639)</b>       | (2,080)              |
| Loss on the sale of fixed assets                                   | <b>970</b>         | -                  | <b>970</b>           | -                    |
| Decrease/(increase) in debtors                                     | <b>1,796,133</b>   | (1,297,258)        | <b>1,796,135</b>     | (1,297,857)          |
| Increase/(decrease) in creditors                                   | <b>(2,213,412)</b> | 276,134            | <b>(2,220,364)</b>   | 250,828              |
| <b>Net cash provided by operating activities</b>                   | <b>412,909</b>     | 210,245            | <b>397,987</b>       | 205,434              |

**23. Analysis of cash and cash equivalents**

|                                        | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|----------------------------------------|--------------------|--------------------|----------------------|----------------------|
| Cash in hand                           | <b>2,070,808</b>   | 1,906,506          | <b>2,057,230</b>     | 1,902,926            |
| <b>Total cash and cash equivalents</b> | <b>2,070,808</b>   | 1,906,506          | <b>2,057,230</b>     | 1,902,926            |

**24. Analysis of changes in net debt**

|                          | At 1 April<br>2022<br>£ | Cash flows<br>£ | At 31 March<br>2023<br>£ |
|--------------------------|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | <b>1,906,506</b>        | <b>164,302</b>  | <b>2,070,808</b>         |
|                          | <b>1,906,506</b>        | <b>164,302</b>  | <b>2,070,808</b>         |

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**25. Contingent liabilities**

The Group has been in receipt of significant income from a variety of grant making bodies in recent years and takes all reasonable steps to ensure it complies with the terms attached to the receipts of all such income. However, the Trustees recognise that this is a complex area and there is always a risk that some funding could become repayable as a result of an inspection by these bodies.

It is not possible to estimate the value, if any, or timing of any such repayments.

**26. Capital commitments**

|                                                                          | Group<br>2023<br>£ | Group<br>2022<br>£ | Company<br>2023<br>£ | Company<br>2022<br>£ |
|--------------------------------------------------------------------------|--------------------|--------------------|----------------------|----------------------|
| <b>Contracted for but not provided in these<br/>financial statements</b> |                    |                    |                      |                      |
| Acquisition of tangible fixed assets                                     | <b>79,362</b>      | 21,184             | <b>79,362</b>        | 21,184               |

**27. Pension commitments**

Under the definitions set out in FRS 102, the ITB Pension Funds is a multi-employer pension scheme. Lantra is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly Lantra has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined benefit contribution scheme. Lantra has set out below the information available on the surplus in the scheme and the implications for Lantra in terms of anticipated contribution rates.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary using the projected unit valuation method. The objective of this method is to maintain a fund that is expected to be sufficient to meet the expected outgoings in respect of all benefits accrued to the date of the valuation. The latest actuarial valuation of the scheme was as at 31 March 2022. The assumptions that have the most significant effect on the valuation are as follows:

|                               |                          |
|-------------------------------|--------------------------|
| Pre-retirement discount rate  | Gilt Yield Curve + 0.15% |
| Post-retirement discount rate | Gilt Yield Curve + 0.15% |
| Rate of price inflation       | Implied by gilt curves   |

The assets in the scheme and the expected rate of return were:

|                                                  |                |
|--------------------------------------------------|----------------|
| Market value of assets at date of last valuation | £543.9 million |
| Surplus in scheme                                | £24.8 million  |

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**28. Operating lease commitments**

At 31 March 2023 the Group and the Parent Charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

|                                              | <b>Group<br/>2023<br/>£</b> | <b>Group<br/>2022<br/>£</b> | <b>Company<br/>2023<br/>£</b> | <b>Company<br/>2022<br/>£</b> |
|----------------------------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|
| Not later than 1 year                        | <b>191,548</b>              | 139,078                     | <b>191,548</b>                | 139,078                       |
| Later than 1 year and not later than 5 years | <b>432,045</b>              | 325,646                     | <b>432,045</b>                | 325,646                       |
| Later than 5 years                           | <b>4,979,576</b>            | 4,278,470                   | <b>4,979,576</b>              | 4,278,470                     |
|                                              | <b>5,603,169</b>            | 4,743,194                   | <b>5,603,169</b>              | 4,743,194                     |

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

|                         | <b>Group<br/>2023<br/>£</b> | <b>Group<br/>2022<br/>£</b> | <b>Company<br/>2023<br/>£</b> | <b>Company<br/>2022<br/>£</b> |
|-------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|
| Operating lease rentals | <b>201,148</b>              | 192,681                     | <b>201,148</b>                | 192,681                       |

**29. Guarantee**

Lantra is a Company limited by guarantee. The members of the Company have each agreed to contribute £1 to the assets of the Company in the event of it being wound up. As at 31st March 2023 there were 11 members (2022: 12 members) of Lantra.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**30. Related party transactions**

During the year Upskill UK Limited, a 100% owned subsidiary, made sales to Lantra totalling £21,941 (2022: £21,846), additionally Lantra made sales/recharges to Upskill UK Limited totalling £6,925 (2022: £5,849) an amount of £9,089 (2022: £14,592) was outstanding to Upskill UK Limited/owed by Lantra. Lantra also charged interest of £4,924 (2022: £1,858) to Upskill UK Limited on the outstanding inter-company loan of £156,543 (2022: £156,543). All inter-company transactions are charged according to the Service Contract that is in place between the two entities.

Details of the balances and transactions with the Directors and Trustees are disclosed in Note 11.

Income of £Nil (2022: £1,379) from Countryside Services Limited was received in the year until 26 August 2022, a company of which J Henning was a Director of until 26 August 2022. As of March 2022 £nil was outstanding from Countryside Services Limited; Countryside Services Limited did not have a common director as at March 2023.

Income of £305 was received from AHDB Dairy Board in 2022, a company that P Rees was also a Director of, AHDB Dairy Board was no longer a related party in 2023. As at 31 March 2023 £Nil (2022: £96) was outstanding from AHDB Dairy Board.

Income of £88,869 (2022: £67,494) was received from Ringlink Services Limited, a company that J Craigie is a Director of. As at 31 March 2023 £9,681 (2022: £8,075) was outstanding from Ringlink Services Limited. Expenditure of £53,029 (2022: £62,857) was incurred from Ringlink Services Limited. £Nil was owing to Ringlink at the year end (2022: £3,813).

Income of £50,681 (2022: 34,585) was received from SRUC, a company that J Craigie and M Thompson are Directors of. As at 31 March 2023 £13,170 (2022: £19,164) was outstanding from SRUC. Expenditure of £7,983 (2022: £7,302) was incurred from SRUC. £550 was owing to SRUC at the year end (2022: £3,297).

Income of £3,369 was received from Borders College in 2022, a company that M Thompson was a Director of until January 2022. As at 31 March 2022 £491 was outstanding from Borders College, Borders College was not a related party as at 31 March 2023. Expenditure of £2,525 was incurred from Borders College in 2022.

Income of £39,640 was received from Eastec UK Ltd, a company that S Batten is a Director of. As at 31 March 2023 £4,061 was outstanding from Eastec UK Ltd. Eastec UK Ltd was not a related party in 2022.

Income of £229 was received from Countryside Learning Scotland, a company that M Thomson is a director of and expenditure of £250 was incurred from Countryside Learning Scotland. Countryside Learning Scotland was not a related party in 2022.

Expenditure of £1,410 (2022: £Nil) was incurred from Janglebean Ltd, a company that J Craigie is a Director of.



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# Accounts

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# **Lantra (a company limited by guarantee)**

**Trustees' Annual Report and Consolidated Financial Statements  
For the year ended 31 March 2022**

**Charity no 1022991  
Scottish Charity no SC039039  
Company no 02823181**

# **Lantra (a company limited by guarantee)**

## **Financial Statements for the year ended 31 March 2022**

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## Company Information

### Company information

**Company Registration Number:** 02823181

**Charity Registration Number:** 1022991

**Scottish Charity Number:** SC039039

**Registered office:** Lantra House  
Stoneleigh Park  
Coventry  
CV8 2LG

**Trustees:** Heather Peck (Chair)  
William Lyle Andrew  
Sarah Batten  
Richard Clarke  
Jane Craigie  
Henry Graham (Retired 30/06/2022)  
Charles John Henning OBE  
Dr Geoff Mackey  
Martin Redfearn  
Peter Rees  
Dr Mary Thomson (Appointed 1/07/2021)  
Prof David Roberts (Appointed 1/07/2021)

**Chief Executive and Senior Staff:** Marcus Potter (Chief Executive Officer)  
Robert Tabor (Commercial Director)  
David Cooke (Operations Director)  
Rachel Campbell (Human Resources Director)

**Secretary:** Robert M Tabor

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Company Information (continued)**

**Bankers:** National Westminster Bank plc  
Royal Priors  
59 The Parade  
Leamington Spa  
CV32 4ZX

**Solicitors:** Anthony Collins Solicitors  
134 Edmund Street  
Birmingham  
B3 2ES

**Auditors:** Cooper Parry Group Limited  
Cubo Birmingham  
Office 401, 4<sup>th</sup> Floor  
Two Chamberlain Square  
Birmingham  
B3 3AX

## **Chair's Report**

### **Chair's Report**

I am pleased that the resilience Lantra showed during the pandemic has paved the way for a strong recovery and new initiatives which are the main themes of this year's Annual Report.

We remain committed to helping our industries meet their skills needs, by working in partnership to:

- Attract and retain a diverse and competent industry workforce
- Train people to work safely, productively, and sustainably
- Encourage and support a commitment to Lifelong Learning.

Demand has remained strong for training and qualifications and for apprenticeship assessment. This is only partly explained by demand pent up during the pandemic as there is also strong underlying growth. Our Awarding Organisation has certificated 103,123 individuals and we have assessed 970 apprentices.

Following research in the previous year, Lantra has developed a new Level 3 Qualification for Veterinary Nursing to address a clear market need. This has involved additional regulatory scrutiny from the Royal College of Veterinary Surgeons, and I am pleased to report that Lantra's robust development process has met that challenge. There is now significant interest in the new qualification from colleges and training providers with 114 students already on the programme.

The introduction of digital certificates during the year is an important first step towards eliminating paper and plastic from our certification processes. This will provide a faster and more convenient service to our customers, and importantly is part of a wider effort to reduce CO<sup>2</sup> emissions and environmental impact.

Over the last twelve months skills shortages across many industries, and the need for a more urgent response to climate change have both come into sharp focus. Lantra has been a valued partner as governments respond to these pressing issues. During the year Lantra administered £4.5m of investment in skills on behalf of Scottish and Welsh governments and skills agencies, designing and delivering a variety of interventions to raise skills and attract new talent.

It has been particularly pleasing to see the return of physical awards ceremonies in Wales and Scotland to recognise people gaining skills and businesses investing in their workforces. After two years of virtual events, employers, training providers, and other stakeholders have all been keen to gather, to celebrate successes and showcase the great opportunities in our industries.

Following the easing of covid restrictions, and with a proven technology platform, Lantra has carefully managed the implementation of its Flexible Working Policy enabling a significant level of remote working to continue. This has been beneficial in terms of staff wellbeing and reduced environmental impact; all without detriment to productivity or service.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Chair's Report**

This is my last annual report as Chairman. It has been an honour and a privilege to fill this role over the last five years and I would like to take this opportunity to thank the staff for their amazing resilience and flexibility in difficult times. It is their commitment and enthusiasm which makes the difference for Lantra's clients. I would also like to thank the Board for their support, advice, and dedication. It has been good to work with you and I wish you all every success under David Llewellyn.

A handwritten signature in black ink, appearing to read 'H. Peck', with a large, sweeping loop above the name.

Heather Peck BSc FCIPD ARAgS  
Chair

## **Trustees Annual Report**

## **Trustees' Annual Report**

The Trustees present their annual report, which incorporates the strategic report, with the audited financial statements for the year ended 31 March 2022.

### **Trustees and advisors**

Details of Trustees and advisors are included on pages 2 and 3.

### **Charity Registration Details**

Lantra is a registered charity in both England and Wales, and Scotland. Its registration details are as follows:

**Charity registration number:** 1022991  
**Scottish Charity number:** SC039039

#### **Principal Office**

Lantra House  
Stoneleigh Park  
Coventry  
Warwickshire  
CV8 2LG

### **Raising Skills, Backing Business**

Lantra is a registered charity and is committed to its charitable objects, which are to advance the education of the public and carry out educational research.

With this in mind, our strategic objectives are as follows:

1. Attract and retain a diverse and competent industry workforce
2. Train people to work safely, productively, and sustainably
3. Encourage and support a commitment to Lifelong Learning

We achieve this through working closely with employers and stakeholders to deliver high-quality training, assessment and qualifications (by the Awarding Organisation), and by undertaking other work that meets the charitable objects, where funding is available.

Furthermore, our aim for the future is to influence key policy decisions in the land-based and environmental sector through research-driven evidence and engagement with key industry stakeholders.

## **Trustees Annual Report**

### **Public benefit**

The Trustees have considered the Charity Commission's guidance in respect of Public Benefit and have had due regard to the guidance in setting the charity's objectives and activities. In their view the charity meets, in full, the criteria to satisfy the test. Approximately 100,000 individuals benefitted directly from Lantra's activities during the year, and Lantra's training, assessments and qualifications benefit a broad range of individuals and organisations.

### **Financial Review**

The financial statements show Lantra making a surplus of £1,192,160 (2021: £427,864). Upskill UK Limited made a profit of £7,048 (2021: £9,131). Lantra Awards Limited did not trade in the 12 months to 31 March 2022.

The Group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

### **Covid-19**

The impact of Covid-19 did not appear to materially impact Lantra's sales during the year, as the pandemic was largely under control by the start of the year. However, there were occasions during the year when internal staff resources were reduced due to Covid-19, resulting in reduced operating capability.

A small amount of Government relief was claimed on employment costs through the furlough scheme at the start of the year, however this was minimal.

### **Income**

Total income for the year was £10,910,794 (2021: £7,683,301). This was generated from the provision of education and training services to employers £6,187,031 (2021: £3,650,221), from grants and contracts secured from Government departments and agencies £4,418,081 (2021: £3,151,543), from donations and legacies £19,289 (2021: £601,585), and from other services provided £286,171 (2021: £278,898). Lantra does not undertake any fundraising activity.

All funds have been allocated to support charitable activities including costs associated with awarding and learner support, and general administrative expenditure.

### **Expenditure**

The Group incurred total expenditure for the year of £9,819,280 (2021: £7,454,929). Payroll costs continue to be Lantra's largest expenditure. Staffing costs were 44% as a percentage of total expenditure (2021: 53%).

## **Trustees Annual Report**

### **Balance Sheet**

The total reserves of the Group increased from £3,654,952 at 31 March 2021 to £4,824,160 at 31 March 2022.

### **Reserves policy**

During the year the Trustees reviewed the level of reserves which are held in order to:

- Underwrite funding of the Charity's activities against periods of deficit;
- Provide initial funding for the development of new services;
- Provide confidence to external funding agencies that the Charity is prudently controlled; and
- Discharge all the Charity's obligations should it cease operations.

Recent figures from the ITB Pension Funds indicate that the ten-year value at risk is £0.85m.

The level of reserves held at 31 March 2022 for the Group was £4,824,160 (2021: £3,654,952) and for the Lantra company only £4,807,840 (2021: £3,615,680) as shown in Note 17. There are no reserves which are in deficit at 31 March 2022. Restricted funds totalled £20,764 (2021: £6,665).

The reserves policy is reviewed every year to secure the continuation of the Charity's activities. A review has been undertaken at year end and the reserves held are deemed to be sufficient for the Charity's purposes, taking into account the need to hold reserves against future developments and potential wind-up costs if required. In line with the reserves policy, the Trustees' plan to continue to build up reserves to develop investment funds to support initiatives for the benefit of the sector.

### **Investment policy**

The investment policy of the Trustees is low risk with the aim of securing the real value of assets. The Trustees made a long-term investment in a total return fund during 2018 and another investment in a multi-asset portfolio during early 2022. Lantra continues to hold these investments. There are no other material investments beyond bank deposits and its investments in group companies.

The investment policy is reviewed every year taking account of the Charity's assets and future cash requirements.

Lantra does not make any social investments.

### **Interest rate risk**

The Charity considers movements in interest rates to be the main financial risk. The Trustees have considered this risk and decided to continue with the approach adopted last year by investing in a total return fund along with a multi-asset portfolio to spread the risk.

## **Trustees Annual Report**

### **Outlook**

The plan agreed by Trustees in 2020/21 focused on building sustainable income from training and qualifications, while maintaining capability to deliver other skills-related projects where funding is available. Both activities contribute to delivering our charitable objectives. Having reviewed the new five-year strategy Trustees believe that it remains viable and appropriate.

### **Taxation status**

Lantra is a registered charity and is therefore exempt from paying corporation tax on its charitable activities and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exemption from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Lantra Awards Limited is dormant and not expected to trade in the foreseeable future and Upskill UK Limited will pay tax on profits generated in the future.

### **Third party indemnity provision for Trustees**

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the Charity.

### **Achievements and Performance**

#### ***Attract and retain a diverse and competent industry workforce***

In Scotland the work of the Lantra team, funded by the Agriculture and Rural Economy Directorate, focuses on promoting positive and rewarding career choices, influencing learning and training provision, and driving investment in learning and skills.

During the year the team in Scotland continued the highly successful Awards for Land-Based and Aquaculture Skills, showcasing achievements and promoting career opportunities. Finalists are invited to join the Lantra "Industry Champions" programme where they receive personal development in return for acting as careers ambassadors for their industries.

The promotion of nature-based careers in Scotland is becoming increasingly important, helping to sustain economic growth in the rural and coastal communities, as well as to protect our natural environment.

The Lantra team in Wales has continued to expand this year to enable us to deliver additional projects under the Food Skills Cymru programme, whilst both the Animal Health & Welfare and Farming Connect programmes have successfully achieved contract extensions, helping farmers to create development plans and access subsidised training.

**Trustees Annual Report**

***Train people to work safely, productively, and sustainably***

Lantra works with partners to help address skills challenges, reviewing apprenticeships and qualifications in partnership with industry and key agencies, as well as facilitating the development of short courses, to enhance productivity in the industry.

During the year we released 48 new courses and updated the content of 67 existing products, through the standard product review process.

Our move into e-learning also continued to pay dividends, with good sales throughout the year. Electronic assessment, using an online proctoring solution, continued to be used throughout the year as well.

To support delivery through our accredited network, we recruited 68 new instructors, whilst also closing 70 skills gaps by adding additional skills to our existing instructor base.

During the year we launched electronic proof of skills certificates (e-certificates), to distribute to learners as part of our expanding digital offering, in addition to the hardcopy versions which are also provided.

The Lantra team in Scotland are working with government to help increase access to training, through initiatives such as the Women in Agriculture Practical Training Fund, the Women in Rural Economy Training fund, and the Climate Change Mitigation and Adaptation Training Fund.

Lantra has continued to be active in development of National Occupational Standards (NOS), qualifications and frameworks, commissioned by Skills Development Scotland (SDS). This year Lantra delivered £107,350 worth of outputs relating to NOS, apprenticeship frameworks in Wales and Modern Apprenticeships in Scotland.

In England, Lantra has supported several employer-led groups assisting them to develop new apprenticeship standards for England and associated assessment plans. These have included Agriculture, Dog Grooming, Countryside Worker, Countryside Ranger and Floristry.

We continued to deliver an End-Point Assessment (EPA) service, with 970 assessments conducted during the year, an increase from 582 in the previous year. We also continued to work closely with Land Based Assessments Limited (LBAL) to forecast demand, develop assessment materials and build assessor capacity.

***Encourage and support a commitment to Lifelong Learning***

Ongoing social media activity, to promote a culture of lifelong learning and the courses which Lantra offer, continued to increase the number of visitors to the Lantra website seeking training and qualifications.

Furthermore, the validity of our training courses expires after five years in the majority of cases, encouraging learners to refresh their skills through attendance at an appropriate training course, therefore ensuring that learner skills remain current.

## **Trustees Annual Report**

### ***Our People***

We achieved the "Gold" accreditation in Investors in People assessment during 2021. We reached the "One to Watch" category in the "Times Best Companies" survey with many areas of the business reaching the One or Two stars. During 2022/3 our aim is to achieve the One Star category across the whole business.

### **Key Performance Indicators**

The following key performance indicators are monitored by the charity to measure our success:

- Number of learners supported and End Point Assessments (EPAs);
- Funding secured to support awareness of and uptake of training;
- New instructors and providers supporting the training infrastructure;
- Beneficiary satisfaction and number of complaints; and
- Staff engagement and turnover.

As described throughout the Trustees' Report, through the monitoring of these indicators the Trustees are satisfied that Lantra is performing strongly.

### **Plans for the future**

As outlined in our strategy report which was agreed by the Board in February 2020, in order to deliver on this mission it has been agreed that Lantra's strategy should focus on the following priorities:

1. Industry Engagement;
2. Being the Skills Partner of Choice;
3. Attracting and Retaining Talent for our Industries;
4. Encouraging and Supporting Life-Long Learning;
5. Sustainability; and
6. Operational Excellence.

These activities will principally be paid for through trading income, therefore the scope, pace and sustainability of these elements depends critically on the availability of surpluses from trading.

We are continuing to improve our relationships and information flows with our instructor and training provider network, while also increasing our delivery capacity across our course portfolio.

We will shortly be providing our learners with online access to their skills records, with the aim of also providing them with electronic skills cards (e-cards) through the same online portal, to accompany the previously launched e-certificates.

During the following year we will be appointing a senior role in the organisation to be responsible for strategic engagement with key stakeholders in the land-based and environmental sector, to improve our capabilities in delivering our charitable objectives.

## **Trustees Annual Report**

We will also be engaging in consultancy work during the next year to understand our impact on the environment as part of our strategy on sustainability. As a result of this we will develop a sustainability action plan to understand the activities which we can undertake to ensure this impact is appropriate.

## **Governance and management**

### **Governing document**

The Charity (Lantra) is a company, limited by guarantee and incorporated on 2 June 1993 it has no share capital. Its Memorandum and Articles of Association were last updated on 7 February 2019. The Charity has two wholly owned subsidiaries, each governed by their own Memorandum and Articles of Association.

- Lantra Awards Limited; a charity whose business was transferred into Lantra on 1 July 2011 and is now dormant; and
- Upskill UK Limited; a company incorporated on 28 August 2007, to take forward the commercial opportunities.

The term 'Group' refers to the combined activity of Lantra and its subsidiaries.

### **Appointment of Trustees**

Trustees are appointed independently with recruitment and selection based on an assessment of the skills and experience needed. This assessment is updated regularly. Recruitment is planned to replace Trustees as their term of office expires and to fill casual vacancies as they arise.

### **Trustee induction and training**

Incoming Trustees receive induction to ensure that they understand the charitable aims and strategic objectives of the Charity as well as the operation of the business and the duties and responsibilities of a Trustee. Performance of the Board and of individual Trustees is reviewed on an annual basis. Training and development is undertaken to ensure that knowledge and skills are appropriately maintained.

## **Trustees Annual Report**

### **Governance structure**

The governance structure consists of the main Board supported by the Audit and Quality Committee and the Remuneration Committee.

The Board of Trustees is comprised of not less than seven nor more than thirteen competent individuals. Trustees who served during the year were:

Heather Peck (Chair)  
William Lyle Andrew  
Sarah Batten  
Richard Clarke  
Jane Craigie  
Henry Graham (Retired 30/06/2022)  
Charles John Henning OBE  
Dr Geoff Mackey  
Martin Redfearn  
Peter Rees  
Dr Mary Thomson (Appointed 01/07/2021)  
Prof David Roberts (Appointed 01/07/2021)

The Board of Trustees meets at least on a quarterly basis to ensure that the Charity is meeting its charitable objectives and remains financially sound. Trustees provide the strategic direction for the Charity and agree operational plans which are implemented by the Executive Team. Trustees regularly monitor strategic and operational performance through regular reports against agreed metrics and targets.

The Chief Executive and Senior Staff who served during the period were:

Marcus Potter (Chief Executive Officer)  
Robert Tabor (Commercial Director)  
David Cooke (Operations Director)  
Rachel Campbell (Human Resources Director).

### **Pay and remuneration of key management**

The remuneration of all staff including key management is benchmarked using local market data and inflation. Based on this benchmark the key management team receive pay rises in line with all other staff in the Charity.

In addition, key management receive a bonus based on the achievement of performance targets set by the Trustees at the beginning of the year. Parameters to the organisational pay review are set by the Remuneration Committee which also scrutinises individual pay rises and performance bonuses of key management.

During the year a new all-staff performance payment to reward staff for Lantra's overall corporate performance was agreed.

## Trustees Annual Report

### Risk management and internal control

The Trustees, through the Audit and Quality Committee, undertake a regular review of risks to ensure that appropriate measures are in place to control and mitigate them. The risk register is reviewed quarterly by the Audit and Quality Committee. The Board and the Audit and Quality Committee also consider any risks which may arise as a result of new activities or areas of work being considered by the Charity.

Lantra seeks to maintain a sound system of internal control to safeguard assets and resources and support the achievement of its charitable objectives. Our internal control processes have been in place for the whole of the year ending 31 March 2022 and are designed to manage risks rather than eliminate them. Lantra's system of internal control involves an ongoing process to identify and evaluate the nature and extent of the main risks which could affect achievement of our objectives, and to manage them efficiently, effectively and economically.

Key features of the system of internal control are:

Procedures for identifying the organisation's key risks in relation to its objectives:

- Review and maintenance of the internal control strategy and risk management policy;
- Involvement of all senior managers to identify and assess risks, including consideration of risks at all monthly management meetings;
- The allocation of risk ownership;
- The use of internal audit and quality systems compliant with ISO 9001:2015;
- Procedures for ensuring that aspects of risk management and internal control are regularly reviewed and reported on;
- Systems for ensuring compliance with specific regulations or procedures laid down by key external parties;
- The Audit and Quality Committee reviews the systems and procedures in place against the risk schedule to provide guidance to the Executives; and
- The main risks and associated mitigation plans are reviewed by the board on a quarterly basis.

The key risks facing the organisation are:

#### **1. Insufficient delivery capacity/coverage – Instructors/Assessors**

Mitigation plan: Each market group has a targeted recruitment plan for the "skills groups" in its remit, supported by appropriate marketing, and a new Instructor Manager was appointed in the year to provide the necessary focus for this business. Performance against instructor recruitment and instructor upskilling targets is reviewed quarterly. An instructor account management programme has been commenced to improve relationships, loyalty to Lantra and to increase the number of Lantra courses each instructor delivers.

#### **2. Regulatory non-compliance/loss of awarding powers**

Mitigation plan: Lantra's systems of control with regards to regulatory compliance are reviewed continually, culminating in the submission of an annual statement of compliance.

## Trustees Annual Report

### 3. Insufficient stakeholders actively engaged with Lantra

Mitigation plan: The Head of Industry Partnership roles which we have in place actively engages with key contacts across the relevant sectors, to understand the needs of the market and to build effective relationships outside of Lantra.

## Health and safety

Lantra has an identified Health and Safety Officer and a network of health and safety representatives across the organisation to maintain standards. Health and safety are regularly reported on and reviewed both by management and by the Board of Trustees.

## Scottish Activity

The Office of Scottish Charity Regulator (OSCR) requires certain additional information to be provided regarding Lantra's operation in Scotland, which is laid out in the paragraphs below.

The aims and objectives of Lantra in Scotland are consistent with those for the rest of the UK. Lantra operates across all four countries of the UK, with key functions and support services provided from our head office. Lantra's team in Scotland undertakes a range of activities to support skills development in the land-based and aquaculture sector, including promotion of careers, celebrating the achievements of land-based learners (e.g. at the Royal Highland Show and Land-Based and Aquaculture Learner of the Year Awards), and employer engagement to promote the benefits of training and development and to influence skills policies and funding. Lantra received £1,118,887 funding from Scottish institutions and incurred £616,280 of costs locally. These costs exclude support from non-Scotland-based staff.

Lantra also provides standards and qualifications development services, separately funded through Skills Development Scotland (SDS). This year Lantra reviewed 9 NOS suites, translated 1 NOS suite into Welsh and a SDS pilot (stage 2), carrying out the development of the Aquaculture Modern Apprenticeships into the new MA system for Scotland.

## The Charity Governance Code

The Board of Trustees has reviewed and discussed the Charity Governance Code and consider Lantra to be compliant with all seven principles of the Code.

The Board has agreed its five-year strategic plan for 2020-25 which sets out our clear purpose, vision and values. To ensure we deliver against these objectives we have created a series of key performance indicators and monitor performance against these at our Board meetings. These KPIs measure the effectiveness of the organisation on both an operational and a values basis. The Board is committed to adopting values and creating a culture which helps the organisation achieve its charitable purpose and has created a network of value ambassadors to drive our values throughout the organisation.

## **Trustees Annual Report**

All our decisions are based on sound management information and are reviewed against our risk schedule. The Trustees are recruited for their skills and experience as well as their areas of specialism. Recruitment is undertaken against a skills and knowledge matrix and each Board meeting has a feedback session to enable the Board to identify learning and development opportunities in terms of Board effectiveness. The Board regularly has attendance by non-Trustees to assist in open and transparent communication.

## **Use of Volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses.

## **Statement of Trustees' responsibilities**

The Trustees (who are also Directors of Lantra for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity's SORP 2019 (FRS 102);
- Make judgements and accounting 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 Charitable Company and the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006, and with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Trustees Annual Report**

The Trustees confirm that:

- So far as each Trustee is aware, there is no relevant audit information of which the Charitable Company's auditors are unaware and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

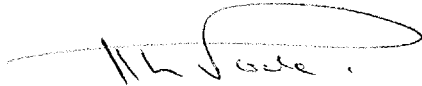
**Auditors**

The auditors, Cooper Parry Group Limited, are willing to continue in office, however, Lantra's 5-year Audit Tender Interviews are taking place in November, where auditors will be appointed for the upcoming years.

**Small Companies Exemption**

In preparing this report, the directors have taken advantage of the small companies' exemption in section 415A of the Companies Act 2016.

Signed on behalf of the Board of Trustees



**Heather Peck BSc FCIPD ARAGS**  
**Chair**

**Date:** 10 Sept 2022

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Independent Auditor's Report to the Members of Lantra**

**Opinion**

We have audited the financial statements of Lantra ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2022 which comprise the group statement of financial activities, the consolidated and company only balance sheet, the consolidated and company only cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2022 and of the Group's incoming resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

**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 and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions related 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 and Parent Charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

## **Independent Auditor's Report to the Members of Lantra**

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 other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Directors' Report, which is included in the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion;

- adequate and proper accounting records have not been kept by the Group or Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Group or Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

**Independent Auditor's Report to the Members of Lantra**

- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 determines 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 Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below:

Our assessment focussed on key laws and regulations the Group and Parent Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Education Act 2011, taxation legislation, data protection, anti-bribery and employment legislation.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Independent Auditor's Report to the Members of Lantra**

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Charitable Company and how the Group and Parent Charitable Company are complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Charitable Company's control environment and how the Group and Parent Charitable Company have applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Charitable Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing 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 bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://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 Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company,

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Independent Auditor's Report to the Members of Lantra**

the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Cooper Parry Group Limited*

Glen Bott (Senior Statutory Auditor)  
For and on behalf of:

**Cooper Parry Group Limited**

Chartered Accountants & Statutory Auditors

Cubo Birmingham  
Office 401, 4<sup>th</sup> Floor  
Two Chamberlain Square  
Birmingham  
B3 3AX

Date: *27 September 2022*

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Group statement of financial activities for the year ended 31 March 2022**  
**(incorporating the income and expenditure account)**

**Group statement of financial activities**

|                                             |             | Unrestricted<br>Funds<br>31 March<br>2022 | Restricted<br>Funds<br>31 March<br>2022 | Total<br>Funds<br>31 March<br>2022 | Total<br>Funds<br>31 March<br>2021 |
|---------------------------------------------|-------------|-------------------------------------------|-----------------------------------------|------------------------------------|------------------------------------|
| <b>INCOME AND ENDOWMENTS FROM:</b>          | <b>Note</b> | <b>£</b>                                  | <b>£</b>                                | <b>£</b>                           | <b>£</b>                           |
| <b>Income from Donations &amp; legacies</b> | 3           | 19,289                                    | -                                       | <b>19,289</b>                      | 601,585                            |
| <b>Investments</b>                          | 1           | 222                                       | -                                       | <b>222</b>                         | 1,054                              |
| <b>Charitable activities</b>                |             |                                           |                                         |                                    |                                    |
| - Awarding and Learning                     |             | 6,182,532                                 | 5,595                                   | <b>6,188,127</b>                   | 3,650,221                          |
| - Grants and other                          |             |                                           |                                         |                                    |                                    |
| Government contracts                        | 2           | 4,418,081                                 | -                                       | <b>4,418,081</b>                   | 3,151,543                          |
| - Other services provided                   | 4           | 286,171                                   | -                                       | <b>286,171</b>                     | 278,898                            |
| <b>Total group income</b>                   |             | <u>10,906,295</u>                         | <u>5,595</u>                            | <u><b>10,911,890</b></u>           | <u>7,683,301</u>                   |
| <b>EXPENDITURE ON:</b>                      |             |                                           |                                         |                                    |                                    |
| <b>Charitable activities</b>                |             | 9,818,880                                 | 1,496                                   | <b>9,820,376</b>                   | 7,454,929                          |
| <b>Total resources expended</b>             | 5           | <u>9,818,880</u>                          | <u>1,496</u>                            | <u><b>9,820,376</b></u>            | <u>7,454,929</u>                   |
| <b>Net gains on investments</b>             | 12          | <u>77,694</u>                             | <u>-</u>                                | <u><b>77,694</b></u>               | <u>208,625</u>                     |
| <b>Net Income/(expenditure)</b>             |             | 1,165,109                                 | 4,099                                   | <b>1,169,208</b>                   | 436,997                            |
| <b>Transfer between funds</b>               |             | <u>(10,000)</u>                           | <u>10,000</u>                           | <u>-</u>                           | <u>-</u>                           |
| <b>Net movement in funds</b>                |             | 1,155,109                                 | 14,099                                  | <b>1,169,208</b>                   | 436,997                            |
| <b>Total funds brought forward</b>          |             | 3,648,287                                 | 6,665                                   | <b>3,654,952</b>                   | 3,217,955                          |
| <b>Total funds carried forward</b>          | 15          | <u>4,803,396</u>                          | <u>20,764</u>                           | <u><b>4,824,160</b></u>            | <u>3,654,952</u>                   |

All activities during the period are classed as continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

The Charity has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

Lantra (a company limited by guarantee)  
Financial Statements for the year ended 31 March 2022

Group statement of financial activities for the year ended 31 March 2021  
(incorporating the income and expenditure account) (continued)

|                                        |             | Unrestricted<br>Funds for<br>Y/E 31 March<br>2021 | Restricted<br>Funds for<br>Y/E 31 March<br>2021 | 31 March<br>2021 |
|----------------------------------------|-------------|---------------------------------------------------|-------------------------------------------------|------------------|
| <b>INCOME AND<br/>ENDOWMENTS FROM:</b> | <b>Note</b> | <b>£</b>                                          | <b>£</b>                                        | <b>£</b>         |
| Income from Donations & Legacies       | 3           | 601,585                                           | -                                               | 601,585          |
| <b>Investments</b>                     | 1           | 1,054                                             | -                                               | 1,054            |
| <b>Charitable activities</b>           |             |                                                   |                                                 |                  |
| - Awarding and Learning                |             | 3,650,221                                         | -                                               | 3,650,221        |
| - Grants and other                     |             |                                                   |                                                 |                  |
| Government contracts                   | 2           | 3,151,543                                         | -                                               | 3,151,543        |
| - Other services provided              | 4           | 278,898                                           | -                                               | 278,898          |
| <b>Total group income</b>              |             | <u>7,683,301</u>                                  | <u>-</u>                                        | <u>7,683,301</u> |
| <b>EXPENDITURE ON:</b>                 |             |                                                   |                                                 |                  |
| <b>Charitable activities</b>           |             | 7,454,529                                         | 400                                             | 7,454,929        |
| <b>Total resources expended</b>        | 5           | <u>7,454,529</u>                                  | <u>400</u>                                      | <u>7,454,929</u> |
| Net gains on investments               | 15          | 208,625                                           | -                                               | 208,625          |
| <b>Net movement in funds</b>           |             | 437,397                                           | (400)                                           | 436,997          |
| <b>Total funds brought forward</b>     |             | 3,210,890                                         | 7,065                                           | 3,217,955        |
| <b>Total funds carried forward</b>     | 15          | <u>3,648,287</u>                                  | <u>6,665</u>                                    | <u>3,654,952</u> |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Consolidated and Company Balance Sheet as at 31 March 2022**

**Balance Sheet**

|                                                |      | Group            |                  | Company          |                  |
|------------------------------------------------|------|------------------|------------------|------------------|------------------|
|                                                |      | 31 March<br>2022 | 31 March<br>2021 | 31 March<br>2022 | 31 March<br>2021 |
|                                                | Note | £                | £                | £                | £                |
| <b>Fixed assets</b>                            |      |                  |                  |                  |                  |
| Tangible fixed assets                          | 11   | 469,899          | 478,757          | 469,899          | 478,757          |
| Investments                                    | 12   | 2,303,058        | 1,225,364        | 2,303,160        | 1,225,466        |
|                                                |      | <u>2,772,957</u> | <u>1,704,121</u> | <u>2,773,059</u> | <u>1,704,223</u> |
| <b>Current assets</b>                          |      |                  |                  |                  |                  |
| Debtors                                        | 13   | 3,693,963        | 2,396,705        | 3,693,963        | 2,396,106        |
| Cash at bank and in hand                       | 22   | 1,906,506        | 2,827,258        | 1,902,926        | 2,826,631        |
|                                                |      | <u>5,600,469</u> | <u>5,223,963</u> | <u>5,596,889</u> | <u>5,222,737</u> |
| Creditors: amounts falling due within one year | 14   | (3,549,266)      | (3,273,132)      | (3,562,108)      | (3,311,280)      |
| <b>Net current assets</b>                      |      | <u>2,051,203</u> | <u>1,950,831</u> | <u>2,034,781</u> | <u>1,911,457</u> |
| <b>Net assets</b>                              | 15   | <u>4,824,160</u> | <u>3,654,952</u> | <u>4,807,840</u> | <u>3,615,680</u> |
| <b>Income funds</b>                            |      |                  |                  |                  |                  |
| Unrestricted funds                             | 15   | 4,803,396        | 3,648,287        | 4,787,076        | 3,609,015        |
| Restricted funds                               | 16   | 20,764           | 6,665            | 20,764           | 6,665            |
|                                                |      | <u>4,824,160</u> | <u>3,654,952</u> | <u>4,807,840</u> | <u>3,615,680</u> |

These financial statements have been prepared in accordance with the special provisions in relation to companies subject to the small companies regime within the Companies Act 2006 and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Directors on 10 September 2022 and signed on its behalf by:



**Heather Peck BSc FCIPD ARAgS**  
Chair

Company number: 2823181

The accompanying accounting policies and notes form an integral part of these financial statements.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Statement of Cash Flows and Consolidated Statement of Cash Flows for the year ended 31 March 2022**

**Group Cash Flow Statement**

|                                                                    |             | <b>Group</b>       |                  | <b>Company</b>     |                  |
|--------------------------------------------------------------------|-------------|--------------------|------------------|--------------------|------------------|
|                                                                    |             | <b>31 March</b>    | <b>31 March</b>  | <b>31 March</b>    | <b>31 March</b>  |
|                                                                    |             | <b>2022</b>        | <b>2021</b>      | <b>2022</b>        | <b>2021</b>      |
|                                                                    | <b>Note</b> | <b>£</b>           | <b>£</b>         | <b>£</b>           | <b>£</b>         |
| <b>Net cash provided by (used by) operating activities</b>         | <b>20</b>   | <b>210,245</b>     | <b>1,477,447</b> | <b>205,434</b>     | <b>1,475,864</b> |
| <b>Cash flows from investing activities</b>                        |             |                    |                  |                    |                  |
| Interest received                                                  | 1           | 222                | 1,054            | 2,080              | 2,675            |
| Purchase of fixed asset investments                                | 12          | (1,000,000)        | -                | (1,000,000)        | -                |
| Purchase of fixed assets                                           | 11          | (131,219)          | (131,291)        | (131,219)          | (131,291)        |
|                                                                    |             | <b>(1,130,997)</b> | <b>(130,237)</b> | <b>(1,129,139)</b> | <b>(128,616)</b> |
| <b>Change in cash and cash equivalents in the reporting period</b> |             | <b>(920,752)</b>   | <b>1,347,210</b> | <b>(923,705)</b>   | <b>1,347,248</b> |
| <b>Cash and cash equivalents at the beginning of the year</b>      |             | <b>2,827,258</b>   | <b>1,480,048</b> | <b>2,826,631</b>   | <b>1,479,383</b> |
| <b>Cash and cash equivalents at the end of the year</b>            |             | <b>1,906,506</b>   | <b>2,827,258</b> | <b>1,902,926</b>   | <b>2,826,631</b> |

The accompanying accounting policies and notes form an integral part of these financial statements.

## **Principal Accounting Policies**

# **Principal Accounting Policies**

## **General information**

Lantra is a private limited company, limited by guarantee and registered in England and Wales. Its company registration number is: 2823181. It is domiciled in England.

The Registered Office is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

## **Basis of preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared in accordance with all applicable laws and regulations for both, charities and companies.

The financial statements are presented on a consolidated basis. The financial statements are presented in Sterling (£), which is Lantra's functional currency and are rounded to the nearest whole pound.

Lantra meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention except that certain investments are held at market value.

## **Basis of consolidation**

The Group financial statements consolidate those of Lantra and its wholly owned subsidiary Upskill UK Limited on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

## **Going Concern**

The financial statements have been prepared on a going concern basis. Lantra is considered to be a going concern on the basis that the group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

## **Principal Accounting Policies**

### **Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

#### ***Income from grants and government contracts***

The Charity carries out work for government bodies; income under these contracts is recognised once milestones attached to the income have been met.

Deferred income is recognised in the balance sheet when the Charity has received income in advance of milestones relating to that income being delivered.

Investment income is included when receivable.

### **Resources expended**

All expenditure is accounted for on an accruals basis as a liability is incurred and has been classified under headings that aggregate all costs related to the category. Direct staff costs and overheads are allocated between charitable activities on the basis of estimated time spent on each project. Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with administration of the Charity and compliance with statutory requirements.

Support costs are allocated in proportion to the direct costs incurred on the Charity's various activities.

### **Fixed assets and depreciation**

Tangible fixed assets are stated at cost net of depreciation. The cost of minor additions or those under £500 are not capitalised. Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets over their expended useful lives. The rates generally applicable are:

|                                             |     |
|---------------------------------------------|-----|
| Long leasehold premises                     | 4%  |
| Training and office equipment and computers | 20% |
| Telephony equipment and computers           | 33% |
| Office furniture                            | 20% |
| Software and website development            | 33% |

## **Principal Accounting Policies**

### **Investments**

Investments in unlisted subsidiaries are held as fixed assets measured at cost less impairment.

### **Stocks and work in progress**

Stocks of training aids and publications are expended in the year and no value is recognised at the period end.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Creditors**

Trade and other creditors are recognised at the settlement amount due after any trade discounts offered. Accruals are valued at the amount accrued net of any trade discounts due.

### **Financial Instruments**

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

Financial assets that are measured at fair value are valued based on valuations obtained at the year end. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

### **Retirement benefits – Pension Scheme**

The Charity participates in the ITB Pension Funds, a defined benefit scheme, which is externally funded and has its own direct contribution stakeholder pension. The fund is valued at least every 3 years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary. The scheme operates as a pooled arrangement. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Charity.

In these circumstances, contributions are accounted for as if the scheme was a defined contribution scheme based on actual contributions paid through the year with the amount charged to the Statements of Financial Activities in respect of pension costs and other post-retirement benefits being the contributions payable in the year.

## **Principal Accounting Policies**

### **Redundancy Costs**

The costs of making employees redundant are recognised in the period in which the redundancy is communicated to the employee. In cases where the redundancy is communicated prior to the year end but the employee does not leave until after the year end, the full costs of the redundancy are accrued.

### **Leased assets**

Rentals paid under operating leases are charged to income on a straight-line basis over the term of the lease. Operating leases are where the risks and rewards of ownership remain with the lessor.

### **Restricted funds**

Lantra receives some restricted income which can only be used for specified purposes as stated by the funder. Each type of restricted fund is accounted for and separately identified in the accounts.

### **Unrestricted funds**

Unrestricted funds are incoming resources received or generated for charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

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

In preparing the Financial Statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

In relation to government contract income where we also have deferred income overlapping the financial year end, the income recognised matches the direct costs and any remaining contract funds are not recognised until the contract is complete. Accruals are mostly based on post year end events and depreciation rates are set based on industry norms and are consistent year on year.

Notes to the Financial Statements

Notes to the Financial Statements

1. Investment income

|                     | 31 March<br>2022<br>Unrestricted<br>£ | 31 March<br>2021<br>Unrestricted<br>£ |
|---------------------|---------------------------------------|---------------------------------------|
| Interest receivable | <u>222</u>                            | <u>1,054</u>                          |

2. Analysis of grants and other Government contracts

|                                             | 31 March<br>2022<br>Unrestricted<br>£ | 31 March<br>2021<br>Unrestricted<br>£ |
|---------------------------------------------|---------------------------------------|---------------------------------------|
| Other Government contracts                  | 4,310,731                             | 3,052,693                             |
| Other Skills Development Scotland contracts | 107,350                               | 98,850                                |
|                                             | <u>4,418,081</u>                      | <u>3,151,543</u>                      |

3. Donations & legacies

|              | 31 March<br>2022<br>Unrestricted<br>£ | 31 March<br>2021<br>Unrestricted<br>£ |
|--------------|---------------------------------------|---------------------------------------|
| Other grants | 19,289                                | 601,585                               |
|              | <u>19,289</u>                         | <u>601,585</u>                        |

Lantra (a company limited by guarantee)  
Financial Statements for the year ended 31 March 2022

Notes to the Financial Statements (Continued)

4. Other services provided

|                               | 31 March<br>2022<br>Unrestricted<br>£ | 31 March<br>2021<br>Unrestricted<br>£ |
|-------------------------------|---------------------------------------|---------------------------------------|
| Sale of Animal Care workbooks | -                                     | -                                     |
| Apprenticeship certification  | 51,021                                | 42,207                                |
| Room hire                     | 3,548                                 | 2,040                                 |
| Skills Manager sales          | 213,817                               | 223,485                               |
| Consultancy                   | 17,546                                | 10,487                                |
| Other                         | 239                                   | 679                                   |
|                               | <u>286,171</u>                        | <u>278,898</u>                        |

5. Analysis of total resources expended

|                               | Direct<br>costs<br>£ | Staff costs<br>£ | Support<br>costs<br>£ | 31 March<br>2022<br>£ | 31 March<br>2021<br>£ |
|-------------------------------|----------------------|------------------|-----------------------|-----------------------|-----------------------|
| <b>Charitable Activities:</b> |                      |                  |                       |                       |                       |
| Awarding and Learning         | 1,842,727            | 2,184,608        | 441,606               | 4,468,941             | 3,726,341             |
| Grants and Contracts          | 2,813,136            | 1,153,413        | 242,154               | 4,208,703             | 3,475,642             |
| Other services provided       | 6,652                | 1,001,854        | 134,226               | 1,142,732             | 252,946               |
| <b>Total</b>                  | <u>4,662,515</u>     | <u>4,339,875</u> | <u>817,986</u>        | <u>9,820,376</u>      | <u>7,454,929</u>      |

- Staff costs have been allocated to activities based on the estimated time spent by staff members on those activities
- Operating costs have been allocated based on estimated time spent by staff members on those activities.

Total expenditure in the year was £9,820,376 (2021: £7,454,929) with £9,818,880 unrestricted (2021: £7,454,529) and £1,496 restricted (2021: £400).

Notes to the Financial Statements (Continued)

6. Support Costs

|                              | Awarding<br>&<br>Learning | Grants &<br>Contracts | Other<br>services<br>provided | 31<br>March<br>2022 | 31<br>March<br>2021 |
|------------------------------|---------------------------|-----------------------|-------------------------------|---------------------|---------------------|
| Support Costs                | £                         | £                     | £                             | £                   | £                   |
| Repairs & Maintenance        | 41,800                    | 22,921                | 12,535                        | <b>77,256</b>       | 31,131              |
| Depreciation                 | 75,790                    | 41,559                | 22,728                        | <b>140,077</b>      | 148,274             |
| IT & Telephone               | 115,756                   | 63,474                | 34,713                        | <b>213,943</b>      | 154,807             |
| Rent & Rates                 | 53,588                    | 29,385                | 16,070                        | <b>99,043</b>       | 96,905              |
| General office               | 148,452                   | 81,404                | 44,517                        | <b>274,373</b>      | 191,908             |
| Governance costs (see below) | 6,220                     | 3,411                 | 3,663                         | <b>13,294</b>       | 32,560              |
| <b>Total</b>                 | <b>441,606</b>            | <b>242,154</b>        | <b>134,226</b>                | <b>817,986</b>      | 655,585             |

|                               | Awarding<br>& Learning | Grants &<br>Contracts | Other<br>services<br>provided | 31 March<br>2022 | 31<br>March<br>2021 |
|-------------------------------|------------------------|-----------------------|-------------------------------|------------------|---------------------|
| Governance Costs              | £                      | £                     | £                             | £                | £                   |
| Audit & Account Prep. fees    | 6,547                  | 3,590                 | 3,713                         | <b>13,850</b>    | 12,800              |
| Bad debts                     | (14,468)               | (7,933)               | (4,339)                       | <b>(26,740)</b>  | (3,759)             |
| Meetings & Board costs        | 1,116                  | 612                   | 335                           | <b>2,063</b>     | -                   |
| Other Professional Fees       | 13,025                 | 7,142                 | 3,954                         | <b>24,121</b>    | 23,519              |
| <b>Total Governance Costs</b> | <b>6,220</b>           | <b>3,411</b>          | <b>3,663</b>                  | <b>13,294</b>    | 32,560              |

Costs are allocated based on the staff allocated to each activity.

7. Information regarding directors and employees

During the financial year and in accordance with the Memorandum and Articles of Association of the Charity the sum of £12,500 was paid to Heather Peck for consultancy services which the Chair provided to the Board during the year (2021: £12,500). This year the Charity paid no other Trustees for additional work undertaken in line with its Articles of Association (2021: no remuneration was paid to any other Trustees).

Expenses were reimbursed to 7 Trustees which amounted to £3,001 (2021: 1 Trustee which amounted to £190) for meeting and travel expenses.

Pension contributions worth £nil were made on behalf of the Chair (2021: £nil).  
Pension contributions worth £nil were made on behalf of any other Trustee (2021: £nil).

The total remuneration paid to key management personnel for their services provided to the Charity was £453,098 (2021: £411,415). Key management personnel comprise of the trustees and the Chief Executive and Senior Staff as detailed on page 2.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

The average number of persons (including executive directors) employed during the year was:

| <b>By activity</b>                               | <b>2022<br/>Number</b>   | <b>2021<br/>Number</b>   |
|--------------------------------------------------|--------------------------|--------------------------|
| Government Contracts                             | 37                       | 40                       |
| Awarding and Learning                            | 68                       | 61                       |
| Central Services                                 | 20                       | 20                       |
| <b>Total</b>                                     | <b>125</b>               | <b>121</b>               |
|                                                  | <b>31 March<br/>2022</b> | <b>31 March<br/>2021</b> |
| <b>Staff costs (for the above persons)</b>       | <b>£</b>                 | <b>£</b>                 |
| Salaries and wages                               | 3,684,357                | 3,418,440                |
| Social security costs                            | 359,887                  | 311,336                  |
| Pension costs                                    | 155,858                  | 144,444                  |
| Restructuring costs                              | -                        | -                        |
|                                                  | <b>4,200,102</b>         | <b>3,874,220</b>         |
| Travel/Subsistence and other staff related costs | 240,013                  | 169,197                  |
| Value of Benefit in Kind                         | (100,240)                | (99,240)                 |
| <b>Total per Note 5</b>                          | <b>4,339,875</b>         | <b>3,944,177</b>         |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

The costs and liability in relation to the defined contribution pension scheme are allocated between activities on the same basis as staff costs. Direct staff costs including pensions are allocated directly to the activities that the staff work on, based on the estimated time that the employees have worked on the projects. Support staff pension costs are allocated in-line with all support costs.

Redundancy costs of £1,902 (2021: £nil) were incurred during the year. At the balance sheet date £nil (2021: £nil) was accrued in relation to redundancy payments that had been agreed, but not paid.

The number of staff whose emoluments for the year (including taxable benefits) exceeded £60,000 were as follows:

|                     | <b>31 March<br/>2022<br/>Number</b> | <b>31 March<br/>2021<br/>Number</b> |
|---------------------|-------------------------------------|-------------------------------------|
| £70,000 – £79,999   | -                                   | 1                                   |
| £90,000 - £99,999   | 1                                   | -                                   |
| £110,000 – £119,999 | 1                                   | 1                                   |
| £130,000 – £139,999 | -                                   | 1                                   |
| £140,000 - £149,999 | 1                                   | -                                   |

The number of higher paid staff to whom retirement benefits are accruing is 3 (2021: 3).

**8. Net incoming resources for the year**

Net incoming resources for the year is stated after charging:

|                                                                 | <b>31 March<br/>2022<br/>£</b> | <b>31 March<br/>2021<br/>£</b> |
|-----------------------------------------------------------------|--------------------------------|--------------------------------|
| Depreciation – owned assets                                     | <b>140,077</b>                 | 169,009                        |
| Auditor's remuneration for:                                     |                                |                                |
| – fees payable to auditor for audit of Lantra's annual accounts | <b>12,100</b>                  | 11,500                         |
| – fee payable to auditor for review of subsidiary accounts      | <b>750</b>                     | 500                            |
| – Corporation tax                                               | <b>1,000</b>                   | 800                            |
| – other services                                                | -                              | -                              |
| Operating lease rentals                                         |                                |                                |
| – plant and machinery                                           | <b>109,240</b>                 | 132,566                        |
| – land and buildings                                            | <b>83,441</b>                  | 80,590                         |

Notes to the Financial Statements (Continued)

**9. Support of volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses. It is difficult to put a value on this contribution.

**10. Net income attributable to the parent company**

The entity has taken exemption from presenting its own profit and loss account under section 408 of Companies Act 2006. The net income dealt with in the financial statements of the parent company is £1,192,160 (2021: £427,866).

**11. Tangible fixed assets**

| Group & Company     | Long<br>leasehold<br>premises<br>£ | Office<br>equipment<br>£ | Software<br>and<br>website<br>develop-<br>ment<br>£ | Office<br>furniture<br>£ | Total<br>£              |
|---------------------|------------------------------------|--------------------------|-----------------------------------------------------|--------------------------|-------------------------|
| Cost                |                                    |                          |                                                     |                          |                         |
| At 1 April 2021     | 510,465                            | 186,959                  | 353,671                                             | 1,788                    | <b>1,052,883</b>        |
| Additions           | -                                  | 48,299                   | 82,920                                              | -                        | <b>131,219</b>          |
| Disposals           | -                                  | -                        | -                                                   | -                        | -                       |
| At 31 March 2022    | <u>510,465</u>                     | <u>235,258</u>           | <u>436,591</u>                                      | <u>1,788</u>             | <u><b>1,184,102</b></u> |
| Depreciation        |                                    |                          |                                                     |                          |                         |
| At 1 April 2021     | 285,511                            | 117,327                  | 169,980                                             | 1,308                    | <b>574,126</b>          |
| Charge for the year | 20,180                             | 52,188                   | 67,469                                              | 240                      | <b>140,077</b>          |
| Disposals           | -                                  | -                        | -                                                   | -                        | -                       |
| At 31 March 2022    | <u>305,691</u>                     | <u>169,515</u>           | <u>237,449</u>                                      | <u>1,548</u>             | <u><b>714,203</b></u>   |
| Net book value      |                                    |                          |                                                     |                          |                         |
| At 31 March 2022    | <u><b>204,774</b></u>              | <u><b>65,743</b></u>     | <u><b>199,142</b></u>                               | <u><b>240</b></u>        | <u><b>469,899</b></u>   |
| Net book value      |                                    |                          |                                                     |                          |                         |
| At 31 March 2021    | <u>224,954</u>                     | <u>69,632</u>            | <u>183,691</u>                                      | <u>480</u>               | <u><b>478,757</b></u>   |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**12. Fixed asset investments**

| <b>Group</b>           | <b>Total return<br/>fund<br/>£</b> | <b>31 March<br/>2022<br/>£</b> |
|------------------------|------------------------------------|--------------------------------|
| Value at 1 April 2021  | 1,225,364                          | 1,225,364                      |
| Additions              | 1,000,000                          | 1,000,000                      |
| Unrealised gain        | 77,694                             | 77,694                         |
| Value at 31 March 2022 | <b><u>2,303,058</u></b>            | <b><u>2,303,058</u></b>        |

| <b>Company</b>         | <b>Shares in<br/>subsidiaries<br/>£</b> | <b>Total return<br/>fund<br/>£</b> | <b>31 March<br/>2022<br/>£</b> |
|------------------------|-----------------------------------------|------------------------------------|--------------------------------|
| Value at 1 April 2021  | 102                                     | 1,225,364                          | 1,225,466                      |
| Additions              | -                                       | 1,000,000                          | 1,000,000                      |
| Unrealised gain        | -                                       | 77,694                             | 77,694                         |
| Value at 31 March 2022 | <b><u>102</u></b>                       | <b><u>2,303,058</u></b>            | <b><u>2,303,160</u></b>        |

Lantra owns 100% of the share capital of Upskill UK Limited (100 £1 ordinary shares) and Lantra Awards Limited (2 ordinary £1 shares).

The principal activity of Upskill UK Limited is the development and supply of IT solutions based on individual and business competency. The shares are unlisted and represent 100% of Upskill UK Limited; the Company is registered in England and Wales. Its company number is 06352816.

Lantra Awards Limited historically provided awarding and accreditation services to land-based and environmental industries but has been dormant since 1 July 2011. Lantra hold 100% of the issued share capital of Lantra Awards Limited which is registered in England and Wales. The shares are unlisted. Its company number is 03567982.

The aggregate amount of the subsidiary undertakings' assets, liabilities and funds are as follows:

|                       | <b>Assets<br/>£</b> | <b>Liabilities<br/>£</b> | <b>Funds<br/>£</b> |
|-----------------------|---------------------|--------------------------|--------------------|
| Upskill UK Limited    | 18,169              | (158,293)                | (140,124)          |
| Lantra Awards Limited | <u>2</u>            | <u>-</u>                 | <u>2</u>           |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

The incoming resources, resources expended, and net incoming resources of the subsidiary undertakings are as follows:

|                       | <b>Incoming<br/>resources<br/>£</b> | <b>Resources<br/>Expended<br/>£</b> | <b>Net incoming<br/>resources<br/>£</b> |
|-----------------------|-------------------------------------|-------------------------------------|-----------------------------------------|
| Upskill UK Limited    | 21,346                              | (14,298)                            | 7,048                                   |
| Lantra Awards Limited | -                                   | -                                   | -                                       |

Upskill UK Limited is not required to have an audit as it qualifies as a small company under the Companies Act 2006. The directors have considered the need for audit, but as the activities of Upskill UK Limited are immaterial relative to the Group, an audit has not been deemed necessary in the current or previous year.

During the year ended 31 March 2018 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,303,013 at 31 March 2022.

During the year ended 31 March 2022 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,000,045 at 31 March 2022.

**13. Debtors**

|                | <b>Group</b>                   |                                | <b>Company</b>                 |                                |
|----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|                | <b>31 March<br/>2022<br/>£</b> | <b>31 March<br/>2021<br/>£</b> | <b>31 March<br/>2022<br/>£</b> | <b>31 March<br/>2021<br/>£</b> |
| Trade debtors  | <b>3,426,719</b>               | 2,187,689                      | <b>3,426,719</b>               | 2,187,090                      |
| Other debtors  | <b>7,564</b>                   | 400                            | <b>7,564</b>                   | 400                            |
| Prepayments    | <b>223,666</b>                 | 197,437                        | <b>223,666</b>                 | 197,437                        |
| Accrued income | <b>36,014</b>                  | 11,179                         | <b>36,014</b>                  | 11,179                         |
|                | <b><u>3,693,963</u></b>        | <u>2,396,705</u>               | <b><u>3,693,963</u></b>        | <u>2,396,106</u>               |

Accrued income includes £33,629 Enraw paid for from Social Farms and Gardens and £2,356 to fund Farming Connect Training in Wales

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**14. Creditors: amounts falling due within one year**

|                                    | <b>Group</b>             |                          | <b>Company</b>           |                          |
|------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
|                                    | <b>31 March<br/>2022</b> | <b>31 March<br/>2021</b> | <b>31 March<br/>2022</b> | <b>31 March<br/>2021</b> |
|                                    | <b>£</b>                 | <b>£</b>                 | <b>£</b>                 | <b>£</b>                 |
| Trade creditors                    | <b>496,886</b>           | 322,629                  | <b>511,478</b>           | 362,077                  |
| Other creditors                    | <b>586</b>               | 967                      | <b>586</b>               | 967                      |
| Other taxation and social security | <b>279,893</b>           | 384,145                  | <b>279,893</b>           | 384,145                  |
| Accruals                           | <b>280,859</b>           | 340,616                  | <b>279,109</b>           | 339,316                  |
| Deferred income                    | <b>2,491,042</b>         | 2,224,775                | <b>2,491,042</b>         | 2,224,775                |
|                                    | <b><u>3,549,266</u></b>  | <u>3,273,132</u>         | <b><u>3,562,108</u></b>  | <u>3,311,280</u>         |

Group deferred income comprises contract income received in advance of contract outputs/ milestones being delivered. This figure is calculated based on actual outputs at the year end compared to cash received and includes any provisions to allow for non-delivery by the conclusion of the project timetable.

Deferred income includes £1,499,363 from Welsh Government for various projects (2021: £1,489,824), £566,810 (2021: £324,766) for end point assessments invoiced in advance and other deferred income of £416,668 from Scottish Government for various projects (2021: £369,360)

***Deferred Income***

|                                       | <b>Group &amp; Company<br/>£</b> |
|---------------------------------------|----------------------------------|
| Balance as at 31 March 2021           | 2,224,775                        |
| Amount released to incoming resources | (175,801)                        |
| Amount deferred in year               | 442,068                          |
| Balance as at 31 March 2022           | <b><u>2,491,042</u></b>          |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**15. Funds**

| <b>Group</b>       | <b>Opening<br/>Balance<br/>01/04/2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2022<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 6,665                                           | 5,595               | (1,496)                  | 10,000                                             | <b>20,764</b>                                   |
| Unrestricted funds | 3,638,287                                       | 10,906,295          | (9,818,880)              | 77,694                                             | <b>4,803,396</b>                                |
| Designated fund    | 10,000                                          | -                   | -                        | (10,000)                                           | <b>0</b>                                        |
| <b>Total funds</b> | <b>3,654,952</b>                                | <b>10,911,890</b>   | <b>(9,820,376)</b>       | <b>77,694</b>                                      | <b>4,824,160</b>                                |

| <b>Company</b>     | <b>Opening<br/>Balance<br/>01/04/2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2022<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 6,665                                           | 5,595               | (1,496)                  | 10,000                                             | <b>20,764</b>                                   |
| Unrestricted funds | 3,599,015                                       | 10,942,643          | (9,832,276)              | 77,694                                             | <b>4,787,076</b>                                |
| Designated fund    | 10,000                                          | -                   | -                        | (10,000)                                           | <b>-</b>                                        |
| <b>Total funds</b> | <b>3,615,680</b>                                | <b>10,948,238</b>   | <b>(9,833,772)</b>       | <b>77,694</b>                                      | <b>4,807,840</b>                                |

The above information has also been provided for the prior year below.

| <b>Group</b>       | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,065                                           | -                   | (400)                    | -                                                  | <b>6,665</b>                                    |
| Unrestricted funds | 3,210,890                                       | 7,683,301           | (7,454,529)              | 198,625                                            | <b>3,638,287</b>                                |
| Designated fund    | -                                               | -                   | -                        | 10,000                                             | <b>10,000</b>                                   |
| <b>Total funds</b> | <b>3,217,955</b>                                | <b>7,683,301</b>    | <b>(7,454,929)</b>       | <b>208,625</b>                                     | <b>3,654,952</b>                                |

| <b>Company</b>     | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,065                                           | -                   | (400)                    | -                                                  | <b>6,665</b>                                    |
| Unrestricted funds | 3,180,751                                       | 7,704,299           | (7,484,660)              | 198,625                                            | <b>3,599,015</b>                                |
| Designated fund    | -                                               | -                   | -                        | 10,000                                             | <b>10,000</b>                                   |
| <b>Total funds</b> | <b>3,187,816</b>                                | <b>7,704,299</b>    | <b>(7,485,060)</b>       | <b>208,625</b>                                     | <b>3,615,680</b>                                |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**16. Restricted funds**

| <b>Group and company</b> | <b>Opening<br/>Balance<br/>01/04/2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfer<br/>between<br/>funds</b> | <b>Closing<br/>Balance<br/>31/03/2022<br/>£</b> |
|--------------------------|-------------------------------------------------|---------------------|--------------------------|---------------------------------------|-------------------------------------------------|
| Frank Parkinson Trust    | 1,200                                           | -                   | (400)                    | -                                     | 800                                             |
| Animal Care Lead Body    | 4,385                                           | 3                   | -                        | -                                     | 4,388                                           |
| R2                       | 1,080                                           | -                   | -                        | -                                     | 1,080                                           |
| Instructor Levy          | -                                               | 5,592               | (1,096)                  | 10,000                                | 14,496                                          |
|                          | <u>6,665</u>                                    | <u>5,595</u>        | <u>(1,496)</u>           | <u>10,000</u>                         | <u>20,764</u>                                   |

The Frank Parkinson Trust contributed funds towards building costs.

Animal Care Lead Body funds provide support for the keeping of animals in educational establishments.

R2 provide funds to support the promotion of the arboriculture professional skill register to the industry.

The Instructor Levy is a course fund levy established to help new instructors cover the cost of skills assessment. It is aimed to help overcome barriers to recruitment and will be used to pay for:

- Training and development costs for new instructors in certain specified skills
- Supporting providers to mentor new instructors
- Funding instructional techniques courses

The above information has also been provided for prior year below.

| <b>Group and company</b> | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------------|-------------------------------------------------|---------------------|--------------------------|-------------------------------------------------|
| Frank Parkinson Trust    | 1,600                                           | -                   | (400)                    | 1,200                                           |
| Animal Care Lead Body    | 4,385                                           | -                   | -                        | 4,385                                           |
| R2                       | 1,080                                           | -                   | -                        | 1,080                                           |
|                          | <u>7,065</u>                                    | <u>-</u>            | <u>(400)</u>             | <u>6,665</u>                                    |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**17. Analysis of group net assets between funds**

| <b>Group</b>            | <b>Restricted<br/>Funds<br/>£</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>2022<br/>Total<br/>£</b> | <b>2021<br/>Total<br/>£</b> |
|-------------------------|-----------------------------------|-------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets   | 800                               | 469,099                             | 469,899                     | 478,757                     |
| Investments             | -                                 | 2,303,058                           | 2,303,058                   | 1,225,364                   |
| Current assets          | 19,964                            | 5,580,505                           | 5,600,469                   | 5,223,963                   |
| Current liabilities     | -                                 | (3,549,266)                         | (3,549,266)                 | (3,273,132)                 |
| <b>Total net assets</b> | <b>20,764</b>                     | <b>4,803,396</b>                    | <b>4,824,160</b>            | <b>3,654,952</b>            |

| <b>Company</b>          | <b>Restricted<br/>Funds<br/>£</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>2022<br/>Total<br/>£</b> | <b>2021<br/>Total<br/>£</b> |
|-------------------------|-----------------------------------|-------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets   | 800                               | 469,099                             | 469,899                     | 478,757                     |
| Investments             | -                                 | 2,303,160                           | 2,303,160                   | 1,225,466                   |
| Current assets          | 19,964                            | 5,576,925                           | 5,596,889                   | 5,222,737                   |
| Current liabilities     | -                                 | (3,562,108)                         | (3,562,108)                 | (3,311,280)                 |
| <b>Total net assets</b> | <b>20,764</b>                     | <b>4,787,076</b>                    | <b>4,807,840</b>            | <b>3,615,680</b>            |

**18. Guarantee**

Lantra is a Company limited by guarantee. The members of the Company have each agreed to contribute £1 to the assets of the Company in the event of it being wound up. As at 31<sup>st</sup> March 2022 there were 12 members (2021: 10 members) of Lantra.

**19. Pension obligations**

Under the definitions set out in FRS 102, the ITB Pension Funds is a multi-employer pension scheme. Lantra is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, Lantra has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. Lantra has set out below the information available on the surplus in the scheme and the implications for Lantra in terms of anticipated contribution rates.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary using the projected unit valuation method. The objective of this method is to maintain a fund that is expected to be sufficient to meet the expected outgo in respect of all benefits accrued to the date of valuation. The latest actuarial valuation of the scheme was as at 31 March 2019. The assumptions that have the most significant effect on the valuation are as follows:

|                               |                          |
|-------------------------------|--------------------------|
| Pre-retirement discount rate  | Gilt Yield Curve + 0.15% |
| Post-retirement discount rate | Gilt Yield Curve + 0.15% |
| Rate of price inflation       | Implied by gilt curves   |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

The assets in the scheme and the expected rate of return were:

|                                                  |                |
|--------------------------------------------------|----------------|
| Market value of assets at date of last valuation | £507.2 million |
| Surplus in scheme                                | £21.3 million  |

**20. Reconciliation of net movement in funds to net cash inflow from operating activities**

|                                                            | <b>Group</b>          |                         | <b>Company</b>        |                         |
|------------------------------------------------------------|-----------------------|-------------------------|-----------------------|-------------------------|
|                                                            | <b>2022</b>           | <b>2021</b>             | <b>2022</b>           | <b>2021</b>             |
|                                                            | <b>£</b>              | <b>£</b>                | <b>£</b>              | <b>£</b>                |
| Net movement in funds for the period                       | <b>1,169,208</b>      | 436,997                 | <b>1,192,160</b>      | 427,864                 |
| Investment Gains                                           | <b>(77,694)</b>       | (208,625)               | <b>(77,694)</b>       | (208,625)               |
| Interest receivable                                        | <b>(222)</b>          | (1,054)                 | <b>(2,080)</b>        | (2,675)                 |
| Depreciation charge                                        | <b>140,077</b>        | 169,009                 | <b>140,077</b>        | 169,009                 |
| Loss on sale of fixed assets                               | -                     | 6,457                   | -                     | 6,457                   |
| Increase in debtors                                        | <b>(1,297,258)</b>    | 155,148                 | <b>(1,297,857)</b>    | 155,747                 |
| (Decrease) / Increase in creditors                         | <b>276,134</b>        | 919,515                 | <b>250,828</b>        | 928,087                 |
| <b>Net cash provided by (used in) operating activities</b> | <b><u>210,245</u></b> | <b><u>1,477,447</u></b> | <b><u>205,434</u></b> | <b><u>1,475,864</u></b> |

**21. Loan repaid by Upskill to Lantra of Intercompany balance no longer recognised by parent company**

|                                      | <b>Group</b>    |                 | <b>Company</b>       |                 |
|--------------------------------------|-----------------|-----------------|----------------------|-----------------|
|                                      | <b>2022</b>     | <b>2021</b>     | <b>2022</b>          | <b>2021</b>     |
|                                      | <b>£</b>        | <b>£</b>        | <b>£</b>             | <b>£</b>        |
| Net Movement in Funds for the period | <b><u>-</u></b> | <b><u>-</u></b> | <b><u>30,000</u></b> | <b><u>-</u></b> |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2022**

**Notes to the Financial Statements (Continued)**

**22. Analysis of cash and cash equivalents**

|                          | <b>Group</b>            |                  | <b>Company</b>          |                  |
|--------------------------|-------------------------|------------------|-------------------------|------------------|
|                          | <b>2022</b>             | <b>2021</b>      | <b>2022</b>             | <b>2021</b>      |
|                          | <b>£</b>                | <b>£</b>         | <b>£</b>                | <b>£</b>         |
| Cash at bank and in hand | <u><b>1,906,506</b></u> | <u>2,827,258</u> | <u><b>1,902,926</b></u> | <u>2,826,631</u> |
|                          |                         |                  | <b>Company</b>          |                  |
|                          | At start of             |                  | <b>Cashflows</b>        | At end of        |
|                          | year                    |                  |                         | year             |
|                          | £                       |                  | £                       | £                |
|                          | <u>2,826,631</u>        |                  | <u><b>(923,705)</b></u> | <u>1,902,926</u> |
|                          |                         |                  | <b>Group</b>            |                  |
|                          | At start of             |                  | <b>Cashflows</b>        | At end of        |
|                          | year                    |                  |                         | year             |
|                          | £                       |                  | £                       | £                |
|                          | <u>2,827,258</u>        |                  | <u><b>(920,752)</b></u> | <u>1,906,506</u> |

**23. Financial commitments**

At 31 March 2022 the Group and Company had total commitments under non-cancellable operating leases as follows:

|                            | <b>2022</b>             |                       | <b>2021</b>      |                |
|----------------------------|-------------------------|-----------------------|------------------|----------------|
|                            | <b>Land and</b>         | <b>Other</b>          | <b>Land and</b>  | <b>Other</b>   |
|                            | <b>buildings</b>        |                       | <b>buildings</b> |                |
|                            | <b>£</b>                | <b>£</b>              | <b>£</b>         | <b>£</b>       |
| Leases falling due:        |                         |                       |                  |                |
| Within one year            | <b>74,077</b>           | <b>65,001</b>         | 84,910           | 83,220         |
| Between two and five years | <b>286,307</b>          | <b>39,339</b>         | 286,307          | 75,688         |
| Over 5 years               | <b>4,278,470</b>        | -                     | 4,344,546        | -              |
|                            | <u><b>4,638,854</b></u> | <u><b>104,340</b></u> | <u>4,715,763</u> | <u>158,908</u> |

**24. Capital Commitments**

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £21,184 (2021: £43,086)

Notes to the Financial Statements (Continued)

**25. Contingent liability**

The Group has been in receipt of significant income from a variety of grant making bodies in recent years and takes all reasonable steps to ensure it complies with the terms attached to the receipt of all such income. However, the Trustees recognise that this is a complex area and there is always a risk that some funding could become repayable as a result of an inspection by those bodies.

It is not possible to estimate the value, if any, or timing of any such repayments.

**26. Financial Instruments**

|                                                                            | <b>Group</b>            |                  | <b>Company</b>          |                  |
|----------------------------------------------------------------------------|-------------------------|------------------|-------------------------|------------------|
|                                                                            | <b>2022</b>             | <b>2021</b>      | <b>2022</b>             | <b>2021</b>      |
|                                                                            | <b>£</b>                | <b>£</b>         | <b>£</b>                | <b>£</b>         |
| Financial assets measured at fair value through profit or loss             | <b>1,906,506</b>        | 2,827,258        | <b>1,902,926</b>        | 2,826,631        |
| Financial assets that are debt instruments measured at amortised cost      | <b>3,470,297</b>        | 2,199,268        | <b>3,470,297</b>        | 2,198,669        |
|                                                                            | <b><u>5,376,802</u></b> | <u>5,026,526</u> | <b><u>5,373,223</u></b> | <u>5,025,300</u> |
| Financial liabilities that are debt instruments measured at amortised cost | <b>1,058,224</b>        | 1,046,536        | <b>1,071,066</b>        | 1,044,788        |

Financial assets measured at fair value through profit or loss comprise of cash at bank and in-hand. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities that are debt instruments measured at amortised cost consists of trade creditors, other creditors, other taxation and social security, and accruals.

**Notes to the Financial Statements (Continued)**

**27. Related party transactions**

During the year Upskill UK Limited, a 100% owned subsidiary, made sales to Lantra totalling £21,846 (2021: £30,577), additionally Lantra made sales/recharges to Upskill UK Limited totalling £5,849 (2021: £11,908) an amount of £14,592 (2021: £39,445) was outstanding to Upskill/owed by Lantra. Lantra also charged interest of £1,858 (2021: £1,622) to Upskill UK Limited on the outstanding inter-company loan of £156,543 (2021: £186,543). All inter-company transactions are charged according to the Service Contract that is in place between the two entities.

Details of the balances and transactions with the Directors and Trustees are disclosed in Note 7.

Income of £1,379 (2021: £1,321) from Countryside Services Limited was received, a company that J Henning is also a Director of. As at 31 March 2022 £Nil (2021 £nil) was outstanding from Countryside Services Limited.

Income of £305 (2021: £nil) from AHDB Dairy Board was received, a company that P Rees is also a Director of, as at 31 March 2022 £96 (2021 £Nil) was outstanding from AHDB Dairy Board.

Income of £67,494 (2021: £43,006) was received from Ringlink Services Limited, a company that J Craigie is a Director of. As at 31 March 2022 £8,075 (2021 £7,456) was outstanding from Ringlink Services Limited. Expenditure of £62,857 (2021 £9,064) was incurred from Ringlink Services Limited. £3,813 was owing to Ringlink at the year end (2021: £Nil)

Income of £34,585 (2021: £4,666) was received from SRUC, a company that J Craigie, D Roberts and M Thompson are a Director of. As at 31 March 2022 £19,164 (2021 £1,377) was outstanding from SRUC. Expenditure of £7,302 (2021 £Nil) was incurred from SRUC. £3,297 was owing to SRUC at the year end (2021: £Nil)

Income of £3,369 (2021: £Nil) was received from Borders College, a company that M Thompson is a Director of. As at 31 March 2022 £491 (2021 £Nil) was outstanding from Borders College. Expenditure of £2,525 (2021 £Nil) was incurred from Borders College.

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# Accounts

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# **Lantra (a company limited by guarantee)**

**Trustees' Annual Report and Consolidated Financial Statements  
For the year ended 31 March 2021**

**Charity no 1022991  
Scottish Charity no SC039039  
Company no 2823181**

# **Lantra (a company limited by guarantee)**

## **Financial Statements for the year ended 31 March 2021**

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## Company information

**Company Registration Number:** 2823181

**Charity Registration Number:** 1022991

**Scottish Charity Number:** SC039039

**Registered office:** Lantra House  
Stoneleigh Park  
Coventry  
CV8 2LG

**Trustees:** Heather Peck (Chair)  
William Lyle Andrew  
Sarah Batten  
Richard Clarke  
Jane Craigie  
Henry Graham  
Charles John Henning OBE  
Dr Geoff Mackey  
Martin Redfearn  
Peter Rees  
Prof David Roberts  
(Appointed 01/07/2021)  
Dr Mary Thomson (Appointed 01/07/2021)

**Chief Executive and Senior Staff:** Marcus Potter (Chief Executive Officer)  
Robert Tabor (Chief Operating Officer)  
David Cooke (Operations Director)  
Rachel Campbell (Head of HR)

**Secretary:** Robert M Tabor

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Company Information**

**Bankers:** National Westminster Bank plc  
Royal Priors  
59 The Parade  
Leamington Spa  
CV32 4ZX

**Solicitors:** Anthony Collins Solicitors  
134 Edmund Street  
Birmingham  
B3 2ES

**Auditors:** Cooper Parry Group Limited  
Blythe Valley Business Park  
Park View  
One Central Boulevard  
Solihull  
B90 8BG

## **Chair's Report**

### **Chair's Report**

I am pleased to introduce our Annual Report for a year which was dominated by the major disruption of coronavirus. I would like to thank all our staff across the UK and Ireland for their amazing adaptability, commitment, and hard work in responding to the crisis. It has been especially pleasing to see such a lot of positive feedback from training providers who have appreciated the support and guidance received from Lantra during such challenging times.

Lantra exists to help our industries meet their skills needs. We do this by working in partnership to:

- Attract and retain a diverse and competent industry workforce
- Train people to work safely, productively, and sustainably
- Encourage and support a commitment to Lifelong Learning.

During the year, despite the various restrictions, Lantra upskilled approximately 77,000 individuals through our Awarding Organisation activities and funded training projects in Wales and Scotland. In part this was made possible by the rapid development and deployment of remote instructor-led training and assessment as well as the growth of e-learning.

There was a hiatus in the assessment of apprenticeships for part of the year as many were furloughed and colleges closed. Demand for assessment has significantly recovered in the last quarter; with a total of 581 apprentices assessed in the year. Lantra continues to consolidate its position as the leading provider of end-point assessment for apprentices in our sectors, with 56 training providers choosing Lantra as their end-point assessment organisation.

Lantra's reputation for effective skills interventions and project delivery has led to increased engagement from both Scottish and Welsh governments, with Lantra contributing to plans for post-COVID recovery. Due to restrictions, the annual awards ceremonies in Wales and Scotland to showcase people gaining skills, were successfully moved online and very much appreciated by industry stakeholders.

Pre-pandemic Lantra was already working on ambitious plans to increase access to training and improve our services by making greater use of digital technology. During the year, the trustees also approved plans to reinstate careers promotion and advice activities, to help attract and develop talent for our industries. I am pleased that with careful financial management through this challenging year, we have continued to make good progress with both these developments. If anything, the pandemic has made many more people ready to embrace digital ways of working and we are in a strong position to bring these projects to fruition in 2021-22.

## **Chair's Report**

Despite the tribulations of the last year, much has been learned. The smooth transition to homeworking has shown that we can work more flexibly and more sustainably. While we all look forward to more normal times ahead, we will seek to embed new working practices that have proved beneficial in terms of customer service, staff wellbeing and reduced environmental impact.

Enormous thanks go to the staff for their ongoing resilience, and to the Board for their continuing support, advice, and commitment.



**Heather Peck BSc FCIPD ARAgS**  
**Chair**

## **Trustees' Annual Report**

## **Trustees' Annual Report**

The Trustees present their annual report, which incorporates the strategic report, with the audited financial statements for the year ended 31 March 2021.

### **Trustees and advisors**

Details of Trustees and advisors are included on pages 2 and 3.

### **Charity Registration Details**

Lantra is a registered charity in both England and Wales, and Scotland. Its registration details are as follows:

**Charity registration number:** 1022991

**Scottish Charity number:** SC039039

### **Principal Office**

Lantra House  
Stoneleigh Park  
Coventry  
Warwickshire  
CV8 2LG

### **Raising Skills, Backing Business**

Lantra is a charity in the land-based, aquaculture and environmental sector.

Our objective is to work closely with employers and stakeholders to ensure that businesses can attract new entrants and develop their skills to reduce risk and improve productivity.

### **Public benefit**

The Trustees have considered the Charity Commission's guidance in respect of Public Benefit and have had due regard to the guidance in setting the charity's objectives and activities. In their view the charity meets, in full, the criteria to satisfy the test. Nearly 77,000 individuals benefitted directly from Lantra's activities during the year, and Lantra's training, assessments and qualifications benefit a broad range of individuals and organisations.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Trustees' Annual Report**

**Financial Review**

The financial statements show Lantra making a surplus of £427,866 (2020: £287,070). Upskill UK Limited made a profit of £9,131 (2020: £6,368). Lantra Awards Limited did not trade in the 12 months to 31 March 2021.

The Group has sufficient assets at the end of the year to meet its commitments and to support its future plans.

**Covid-19**

Lantra continued to operate effectively during the Covid-19 pandemic. While revenue was less predictable than previous years, the launch of a number of approximately 96 remotely delivered products and electronic assessment using an online proctoring solution helped to maintain a level of income during the period.

Government relief on employment costs through the furlough scheme plus deferral of VAT payments, along with effective management and regular review of other internal costs, meant that our operating position remained in control throughout the period.

Due to the level of reserves and cash balances held and security of some of our income streams, we are well placed to continue operating. See accounting policy titled Going Concern for further details.

**Income**

Total income for the year was £7,683,301 (2020: £8,385,704). This was generated from the provision of education and training services to employers £3,650,221 (2020: £4,381,252), from grants and contracts secured from Government departments and agencies £3,151,543 (2020: £3,499,723), from donations and legacies £601,585 (2020: £Nil), and from other trading activities £278,898 (2020: £499,553). Lantra does not undertake any fundraising activity.

All funds have been allocated to support charitable activities including costs associated with awarding and learner support, and general administrative expenditure.

**Expenditure**

The Group incurred total expenditure for the year of £7,454,529 (2020: £8,133,051). Payroll costs continue to be Lantra's largest expenditure.

**Balance Sheet**

The total reserves of the Group increased from £3,217,955 at 31 March 2020 to £3,654,952 at 31 March 2021.

## **Trustees' Annual Report**

### **Financial risk management**

The policies for managing risk are summarised below, both of which have been updated since the previous year in line with the review schedule.

### **Reserves policy**

During the year the Trustees reviewed the level of reserves which are held in order to:

- Underwrite funding of the Charity's activities against periods of deficit;
- Provide initial funding for the development of new services;
- Provide confidence to external funding agencies that the Charity is prudently controlled; and
- Discharge all the Charity's obligations should it cease operations.

Recent figures from the ITB Pension Funds indicate that the ten-year value at risk is £0.8m. In addition, there are windup costs to provide for which total £1.3m.

The level of reserves held at 31 March 2021 for the Group was £3,654,952 (2020: £3,217,954) and for the Lantra company only £3,615,680 (2020: £3,187,816) as shown in Note 14. There are no reserves which are in deficit at 31 March 2021. Restricted funds totalled £6,665 (2020: £7,065).

The reserves policy is reviewed every year to secure the continuation of the Charity's activities. A review has been undertaken at year end and the reserves held are deemed to be sufficient for the Charities purposes, taking into account the need to hold reserves against future developments and potential wind up costs if required. In line with the reserves policy, the trustees' plan to continue to build up reserves to develop an investment fund to support initiatives for the benefit of the sector.

### **Investment policy**

The investment policy of the Trustees is low risk with the aim of securing the real value of assets. The Trustees made a long-term investment in a total return fund during 2018. Lantra continues to hold this investment. There are no other material investments beyond bank deposits and its investments in group companies.

The investment policy is reviewed every year taking account of the Charity's assets and future cash requirements.

Lantra does not make any social investments.

## **Trustees' Annual Report**

### **Interest rate risk**

The Charity considers movements in interest rates to be the main financial risk. The Trustees have considered this risk and decided to continue with the approach adopted last year by investing in a total return fund, screened against an Ethical Investment Policy.

### **Outlook**

The plan agreed by Trustees in 2020/21 focused on building sustainable income from training and qualifications, while maintaining capability to deliver other skills-related projects where funding is available. Both activities contribute to delivering our charitable objectives. Having reviewed the new five-year strategy Trustees believe that it remains viable and appropriate.

### **Taxation status**

Lantra is a registered charity and is therefore exempt from paying corporation tax on its charitable activities and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exemption from taxation in respect of income or capital gains received within categories covered by Part 11, chapter 3 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes. Lantra Awards Limited is dormant and not expected to trade in the foreseeable future and Upskill UK Limited will pay tax on profits generated in the future.

### **Third party indemnity provision for Trustees**

Qualifying third party indemnity provision is in place for the benefit of all Trustees of the Charity.

### **Achievements and Performance**

#### ***Training and qualifications***

During the year we released 14 new courses, in addition to launching 96 existing products for remote delivery during COVID-19 and updating the content of 22 existing products through the standard review process.

Our move into e-learning has also started to pay dividends, with sales increasing gradually throughout the year, helped in particular by the desire during COVID-19 for training to be delivered remotely. In addition to e-learning, electronic assessment using an online proctoring solution was introduced at the start of the year.

## **Trustees' Annual Report**

To support delivery through our accredited network, we also recruited 42 new instructors, while also closing 61 skills gaps by adding additional skills to our existing instructor base.

Ongoing social media activity has continued to increase the number of visitors to the Lantra website seeking training and qualifications.

### ***Standards and Apprenticeships***

Lantra has continued to be active in development of National Occupational Standards (NOS), qualifications and frameworks, commissioned by Skills Development Scotland (SDS). This year Lantra delivered £101,850 worth of outputs relating to NOS, apprenticeship frameworks in Wales and Modern Apprenticeships in Scotland. By maintaining Lantra's strong reputation in this area Lantra has become an "approved supplier" to SDS; entitled to bid for future standards development work.

In England Lantra has supported several employer-led groups assisting them to develop new apprenticeship standards for England and associated assessment plans. These have included Agriculture, Animal Care and Horticulture.

We continue to deliver the "End-Point Assessment" (EPA) service, with 582 assessments conducted during the year. We continue to work closely with Land Based Assessments Limited (LBAL) to forecast demand, develop assessment materials and build assessor capacity.

### ***Projects in Scotland and Wales***

In Scotland our work, funded by the Agriculture and Rural Economy Directorate, focuses on Promoting positive and rewarding career choices, influencing learning and training provision, and driving investment in learning and skills. During the year we continued the highly successful Land-based and Aquaculture Learner of the Year Awards, delivered remotely due to COVID-19 restrictions, showcasing achievements and promoting opportunities. Finalists are invited to join the Lantra "Industry Champions" programme where they receive personal development in return for acting as careers ambassadors for their industries.

Aquaculture is an increasingly important industry for Scotland, helping to sustain economic growth in the rural and coastal communities of the north and west. Lantra is working with partners to help address skills challenges in this key sector, as well as facilitating the development of short courses promoting improved productivity in the industry. Together with the Scottish Aquaculture Innovation Centre (SAIC) and Women in Scottish Aquaculture (WiSA), Lantra has also been actively promoting aquaculture as a positive destination for school leavers and career changers, by supporting the Aquaculture Skills Review and producing a range of careers videos to promote the industry.

The Lantra team in Wales has continued to expand this year to enable us to deliver new projects on Food Skills, ICT and Animal Welfare, while continuing to run part of the flagship Farming Connect programme, helping farmers to create development plans and access subsidised training.

## **Trustees' Annual Report**

### ***Our People***

We achieved "Silver" accreditation under the new version of Investors in People during 2019. We improved our score for the fourth successive year in the "Times Best Companies" survey and are currently in the One Star category. During 2021 our aim is to maintain this category in the next survey.

### **Key Performance Indicators**

The following key performance indicators are monitored by the charity:

- Sales income;
- Number of learners supported;
- Projects new income and contribution to overheads;
- Number of End Point Assessments (EPAs);
- Net promoter score;
- Number of complaints;
- New instructors recruited and new instructor skills added;
- Products which include sustainable best practice;
- Turnaround times for Sector Schemes and Technical Awards;
- Staff engagement;
- Staff turnover and absence;
- Internal overheads percentages; and
- Aged debtors.

As described throughout the Trustees' Report, through the monitoring of these indicators the Trustees are satisfied that Lantra is performing strongly.

### **Plans for the future**

We have recently refreshed our purpose and mission to ensure that it remains relevant and have agreed that Lantra exists to help our industries meet their skills needs.

We do this by working in partnership to:

- Attract and retain a diverse and competent industry workforce;
- Train people to work safely, productively and sustainably; and
- Encourage and support a commitment to Life-Long Learning.

As outlined in our strategy report which was presented by the Board in February 2020, in order to deliver on this mission it has been agreed that Lantra's strategy should focus on the following priorities:

1. Industry Engagement;
2. Being the Skills Partner of Choice;
3. Attracting and Retaining Talent for our Industries;
4. Encouraging and Supporting Life-Long Learning;
5. Sustainability; and
6. Operational Excellence.

These activities will principally be paid for through trading income, therefore the scope, pace and sustainability of these elements depends critically on the availability of surpluses from trading.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Trustees' Annual Report**

We are continuing to improve our relationships and information flows with our instructor and training provider network, while also increasing our delivery capacity across our course portfolio.

We will shortly be providing our learners with online access to their skills records, with the aim of also providing them with electronic skills cards and electronic certificates through the same online portal.

We measure our success through a range of performance indicators including the number of quality assured providers and instructors, the number of individuals and businesses who benefit directly from Lantra's support.

**Levy**

During the year a levy has been agreed to be charged to help new Instructors cover the cost of skills assessment, which is often cited as a barrier to recruitment. From 1 April 2021 for 6 months, Lantra is charging Training Providers a £1.50 levy per Learner on a selection of courses where Lantra have identified an immediate Instructor shortage. Lantra are also match funding these contributions from Providers and the fund is being used to pay for:

- Training and development costs for new instructors in certain specified skills
- Supporting Providers to mentor new Instructors
- Funding instructional techniques courses.

During this financial year Lantra have committed £10,000 towards the levy in a designated fund and this will be transferred to a restricted fund before 31<sup>st</sup> March 2022.

**Governance and management**

**Governing document**

The Charity (Lantra) is a company, limited by guarantee and incorporated on 2 June 1993 it has no share capital. Its Memorandum and Articles of Association were last updated on 7 February 2019. The Charity has two wholly owned subsidiaries, each governed by their own Memorandum and Articles of Association.

- Lantra Awards Limited; a charity whose business was transferred into Lantra on 1 July 2011 and is now dormant; and
- Upskill UK Limited; a company incorporated on 28 August 2007, to take forward the commercial opportunities.

The term 'Group' refers to the combined activity of Lantra and its subsidiaries.

**Appointment of Trustees**

Trustees are appointed independently with recruitment and selection based on an assessment of the skills and experience needed. This assessment is updated regularly. Recruitment is planned to replace Trustees as their term of office expires and to fill casual vacancies as they arise.

## **Trustees' Annual Report**

### **Trustee induction and training**

Incoming Trustees receive induction to ensure that they understand the charitable aims and strategic objectives of the Charity as well as the operation of the business and the duties and responsibilities of a Trustee. Performance of the Board and of individual Trustees is reviewed on an annual basis. Training and development is undertaken to ensure that knowledge and skills are appropriately maintained.

### **Governance structure**

The governance structure consists of the main Board supported by the Audit and Quality Committee and the Remuneration Committee.

The Board of Trustees is comprised of not less than seven nor more than thirteen competent individuals. Trustees who served during the year were:

Heather Peck (Chair)  
Richard Clarke  
William Lyle Andrew  
Sarah Batten  
Jane Craigie  
Henry Graham  
Charles John Henning  
Dr Geoff Mackey  
Peter Rees  
Martin Redfearn.

The Board of Trustees meets at least on a quarterly basis to ensure that the Charity is meeting its charitable objectives and remains financially sound. Trustees provide the strategic direction for the Charity and agree operational plans which are implemented by the Executive Team. Trustees regularly monitor strategic and operational performance through regular reports against agreed metrics and targets.

The Chief Executive and Senior Staff who served during the period were:

Marcus Potter (Chief Executive Officer)  
Robert Tabor (Chief Operating Officer)  
David Cooke (Director of Operations)  
Rachel Campbell (Head of HR).

## **Trustees' Annual Report**

### **Pay and remuneration of key management**

The remuneration of all staff including key management is benchmarked using local market data and inflation. Based on this benchmark the key management team receive pay rises in line with all other staff in the Charity. In addition, key management receive a bonus based on the achievement of performance targets set by the Trustees at the beginning of the year. Parameters to the organisational pay review are set by the Remuneration Committee which also scrutinises individual pay rises and performance bonuses of key management.

### **Risk management and internal control**

The Trustees, through the Audit and Quality Committee, undertake a regular review of risks to ensure that appropriate measures are in place to control and mitigate them. The risk register is reviewed quarterly by the Audit and Quality Committee. The Board and the Audit and Quality Committee also consider any risks which may arise as a result of new activities or areas of work being considered by the Charity.

Lantra seeks to maintain a sound system of internal control to safeguard assets and resources and support the achievement of its charitable objectives. Our internal control processes have been in place for the whole of the year ending 31 March 2021 and are designed to manage risks rather than eliminate them. Lantra's system of internal control involves an ongoing process to identify and evaluate the nature and extent of the main risks which could affect achievement of our objectives, and to manage them efficiently, effectively and economically.

Key features of the system of internal control are:

Procedures for identifying the organisation's key risks in relation to its objectives:

- Review and maintenance of the internal control strategy and risk management policy;
- Involvement of all senior managers to identify and assess risks, including consideration of risks at all monthly management meetings;
- The allocation of risk ownership;
- The use of internal audit and quality systems compliant with ISO 9001:2015;
- Procedures for ensuring that aspects of risk management and internal control are regularly reviewed and reported on;
- Systems for ensuring compliance with specific regulations or procedures laid down by key external parties;
- The Audit and Quality Committee reviews the systems and procedures in place against the risk schedule to provide guidance to the Executives; and
- The main risks and associated mitigation plans are reviewed by the board on a quarterly basis.

## **Trustees' Annual Report**

The key risks facing the organisation are:

### **1. Insufficient delivery capacity/coverage - Instructors/Assessors**

Mitigation plan: Each market group has a targeted recruitment plan for the “skills groups” in its remit, supported by appropriate marketing, and a new Instructor Manager has recently been appointed to provide the necessary focus for this business. Performance against instructor recruitment and instructor upskilling targets is reviewed quarterly. An instructor account management programme has been commenced to improve relationships, loyalty to Lantra and to increase the number of Lantra courses each instructor delivers.

### **2. Insufficient stakeholders actively engaged with Lantra**

Mitigation plan: The Head of Industry Partnership roles which we have in place actively engages with key contacts across the relevant sectors, to understand the needs of the market and to build effective relationships outside of Lantra. This will ensure that training products will only be developed when there is a clear market requirement and when a commercial return is identified.

### **3. Collapse/closure of market and/or provider network**

Mitigation plan: Continued development of new products and routes to market, based on key market information and insights, along with effective management of external relationships and close monitoring of any potential policy changes, ensures that our products remain up to date and relevant to the market.

## **Health and safety**

Lantra has an identified Health and Safety Officer and a network of health and safety representatives across the organisation to maintain standards. Health and safety are regularly reported on and reviewed both by management and by the Board of Trustees.

## **Scottish Activity**

The Office of Scottish Charity Regulator (OSCR) requires certain additional information to be provided regarding Lantra's operation in Scotland, which is laid out in the paragraphs below.

The aims and objectives of Lantra in Scotland are consistent with those for the rest of the UK. Lantra operates across all four countries of the UK, with key functions and support services provided from our head office. Lantra's team in Scotland undertakes a range of activities to support skills development in the land-based and aquaculture sector, including promotion of careers, celebrating the achievements of land-based learners (e.g. at the Royal Highland Show and Land-Based and Aquaculture Learner of the Year Awards), and employer engagement to promote the benefits of training and development and to influence skills policies and funding. Lantra received £776,056 funding from Scottish institutions and incurred £340,980 of costs locally. These costs exclude support from non-Scotland-based staff.

## **Trustees' Annual Report**

Lantra also provides standards and qualifications development services, separately funded through Skills Development Scotland. This year Lantra reviewed 2 NOS suites, translated 4 NOS suites into Welsh, reviewed 5 Welsh Apprenticeship frameworks and a SDS pilot (stage 1), carrying out research into a new development process for Land-based Modern Apprenticeships in Scotland.

## **The Charity Governance Code**

The Board of Trustees has reviewed and discussed the Charity Governance Code and consider Lantra to be compliant with all seven principles of the Code.

The Board has agreed its five-year strategic plan for 2020-25 which sets out our clear purpose, vision and values. To ensure we deliver against these objectives we have created a series of key performance indicators and monitor performance against these at our Board meetings. These KPIs measure the effectiveness of the organisation on both an operational and a values basis. The Board is committed to adopting values and creating a culture which helps the organisation achieve its charitable purpose and has created a network of value ambassadors to drive our values throughout the organisation.

All our decisions are based on sound management information and are reviewed against our risk schedule which is monitored at each meeting. The Trustees are recruited for their skills and experience as well as their areas of specialism. Recruitment is undertaken against a skills and knowledge matrix and each Board meeting has a feedback session to enable the Board to identify learning and development opportunities in terms of Board effectiveness. The Board regularly has attendance by non-Trustees to assist in open and transparent communication.

## **Use of Volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses.

## **Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charitable Company and the Group and of the incoming resources and application of resources, including the income and expenditure, of the Charitable Company and Group for that period. In preparing these financial statements, the Trustees are required to:

## **Trustees' Annual Report**

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charity's SORP 2019 (FRS 102);
- Make judgements and accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charitable Company and the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006, and with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the Charitable Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees confirm that:

- So far as each Trustee is aware, there is no relevant audit information of which the Charitable Company's auditors are unaware and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Auditors**

The auditors, Cooper Parry Group Limited, are willing to continue in office and a resolution to appoint them will be proposed at the annual general meeting.

## **Small Companies Exemption**

In preparing this report, the directors have taken advantage of the small companies' exemption in section 415A of the Companies Act 2016.

Signed on behalf of the Board of Trustees



**Heather Peck BSc FCIPD ARAgS**  
**Chair**

**Date:** 13/9/21

**Independent Auditor's Report to the Members of Lantra**

**Independent Auditor's Report to the Members of Lantra**

**Opinion**

We have audited the financial statements of Lantra ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 March 2021 which comprise the group statement of financial activities, the consolidated and company only balance sheet, the consolidated and company only cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 March 2021 and of the Group's incoming resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended in 2010.

**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 and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions related 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 and Parent Charitable company's ability to continue as a going concern for a period of at least 12 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.

**Independent Auditor's Report to the Members of Lantra**

**Other information**

The other information comprises the information included in the Trustees Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report, which is included in the Trustees' Report, has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Directors' Report, which is included in the Trustee's report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006, the Charities Act 2011 and the Charities and Trustee Investment (Scotland) Act 2005 requires us to report to you if, in our opinion;

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

**Independent Auditor's Report to the Members of Lantra**

**Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' responsibilities, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 determines 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 Charitable Company'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 Charitable Company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, section 151 of the Charities Act 2011 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below:

Our assessment focussed on key laws and regulations the Group and Parent Charitable Company has to comply with and areas of the financial statements we assessed as being more susceptible to misstatement. These key laws and regulations included but were not limited to compliance with the Companies Act 2006, Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Education Act 2011, taxation legislation, data protection, anti-bribery and employment legislation.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Independent Auditor's Report to the Members of Lantra**

We are not responsible for preventing irregularities. Our approach to detecting irregularities included, but was not limited to, the following:

- obtaining an understanding of the legal and regulatory framework applicable to the Group and Parent Charitable Company and how the Group and Parent Charitable Company are complying with that framework, including agreement of financial statement disclosures to underlying documentation and other evidence;
- obtaining an understanding of the Group and Parent Charitable Company's control environment and how the Group and Parent Charitable Company have applied relevant control procedures, through discussions with Trustees and other management and by performing walkthrough testing over key areas;
- obtaining an understanding of the Group and Parent Charitable Company's risk assessment process, including the risk of fraud;
- reviewing meeting minutes of those charged with governance throughout the year; and
- performing audit testing to address the risk of management override of controls, including testing 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 bias.

Whilst considering how our audit work addressed the detection of irregularities, we also considered the likelihood of detection based on our approach. Irregularities arising from fraud are inherently more difficult to detect than those arising from error.

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.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at: <https://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 Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Independent Auditor's Report to the Members of Lantra**

A handwritten signature in black ink, appearing to read 'Glen Bott', with a long horizontal stroke extending to the right.

Glen Bott (Senior Statutory Auditor)  
For and on behalf of:  
**Cooper Parry Group Limited**  
Chartered Accountants & Statutory Auditors

Park View  
One Central Boulevard  
Blythe Valley Business Park  
Solihull  
West Midlands  
B90 8BG

Date: 30 September 2021

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Group statement of financial activities for the year ended 31 March 2021**  
**(incorporating the income and expenditure account)**

**Group statement of financial activities**

|                                             |             | Unrestricted<br>Funds | Restricted<br>Funds | 31 March<br>2021        | 31 March<br>2020 |
|---------------------------------------------|-------------|-----------------------|---------------------|-------------------------|------------------|
| <b>INCOME AND<br/>ENDOWMENTS FROM:</b>      | <b>Note</b> | <b>£</b>              | <b>£</b>            | <b>£</b>                | <b>£</b>         |
| <b>Income from Donations &amp; legacies</b> | 3           | 601,585               | -                   | <b>601,585</b>          | -                |
| <b>Investments</b>                          | 1           | 1,054                 | -                   | <b>1,054</b>            | 5,176            |
| <b>Charitable activities</b>                |             |                       |                     |                         |                  |
| - Awarding and Learning                     |             | 3,650,221             | -                   | <b>3,650,221</b>        | 4,381,252        |
| - Grants and other                          |             |                       |                     |                         |                  |
| Government contracts                        | 2           | 3,151,543             | -                   | <b>3,151,543</b>        | 3,499,723        |
| - Other services provided                   | 4           | 278,898               | -                   | <b>278,898</b>          | 499,553          |
| <b>Total group income</b>                   |             | <u>7,683,301</u>      | <u>-</u>            | <u><b>7,683,301</b></u> | <u>8,385,704</u> |
| <b>EXPENDITURE ON:</b>                      |             |                       |                     |                         |                  |
| <b>Charitable activities</b>                |             | 7,454,529             | 400                 | <b>7,454,929</b>        | 8,133,051        |
| <b>Total resources expended</b>             | 5           | <u>7,454,529</u>      | <u>400</u>          | <u><b>7,454,929</b></u> | <u>8,133,051</u> |
| <br>Net gains on investments                | 12          | 208,625               | -                   | <b>208,625</b>          | 40,785           |
| <b>Net movement in funds</b>                |             | 437,397               | (400)               | <b>436,997</b>          | 293,438          |
| <b>Total funds brought forward</b>          |             | 3,210,890             | 7,065               | <b>3,217,955</b>        | 2,924,517        |
| <b>Total funds carried forward</b>          | 15          | <u>3,648,287</u>      | <u>6,665</u>        | <u><b>3,654,952</b></u> | <u>3,217,955</u> |

All activities during the period are classed as continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

The Charity has taken advantage of section 408 of the Companies Act 2006 to not publish its own Statement of Financial Activities.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Group statement of financial activities for the year ended 31 March 2021**  
**(incorporating the income and expenditure account)**

|                                        |             | <b>Unrestricted<br/>Funds for<br/>Y/E 31 March<br/>2020</b> | <b>Restricted<br/>Funds for<br/>Y/E 31 March<br/>2020</b> | <b>31 March<br/>2020</b> |
|----------------------------------------|-------------|-------------------------------------------------------------|-----------------------------------------------------------|--------------------------|
| <b>INCOME AND<br/>ENDOWMENTS FROM:</b> | <b>Note</b> | <b>£</b>                                                    | <b>£</b>                                                  | <b>£</b>                 |
| <b>Investments</b>                     | 1           | 5,176                                                       | -                                                         | <b>5,176</b>             |
| <b>Charitable activities</b>           |             |                                                             |                                                           |                          |
| - Awarding and Learning                |             | 4,381,252                                                   | -                                                         | <b>4,381,252</b>         |
| - Grants and other                     |             |                                                             |                                                           |                          |
| Government contracts                   | 2           | 3,499,723                                                   | -                                                         | <b>3,499,723</b>         |
| - Other services provided              | 4           | 499,553                                                     | -                                                         | <b>499,553</b>           |
| <b>Total group income</b>              |             | <b>8,385,704</b>                                            | <b>-</b>                                                  | <b>8,385,704</b>         |
| <b>EXPENDITURE ON:</b>                 |             |                                                             |                                                           |                          |
| <b>Charitable activities</b>           |             | 8,132,651                                                   | 400                                                       | <b>8,133,051</b>         |
| <b>Total resources expended</b>        | 5           | <b>8,132,651</b>                                            | <b>400</b>                                                | <b>8,133,051</b>         |
| Net gains on investments               |             | 40,785                                                      | -                                                         | <b>40,785</b>            |
| <b>Net movement in funds</b>           |             | 293,838                                                     | (400)                                                     | <b>293,438</b>           |
| <b>Total funds brought forward</b>     |             | 2,917,052                                                   | 7,465                                                     | <b>2,924,517</b>         |
| <b>Total funds carried forward</b>     | 15          | <b>3,210,890</b>                                            | <b>7,065</b>                                              | <b>3,217,955</b>         |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Consolidated and Company Balance Sheet as at 31 March 2021**

**Balance Sheet**

|                                                |      | Group            |                  | Company          |                  |
|------------------------------------------------|------|------------------|------------------|------------------|------------------|
|                                                |      | 31 March<br>2021 | 31 March<br>2020 | 31 March<br>2021 | 31 March<br>2020 |
|                                                | Note | £                | £                | £                | £                |
| <b>Fixed assets</b>                            |      |                  |                  |                  |                  |
| Tangible fixed assets                          | 11   | 478,757          | 522,932          | 478,757          | 522,932          |
| Investments                                    | 12   | 1,225,364        | 1,016,739        | 1,225,466        | 1,016,841        |
|                                                |      | <u>1,704,121</u> | <u>1,539,671</u> | <u>1,704,223</u> | <u>1,539,773</u> |
| <b>Current assets</b>                          |      |                  |                  |                  |                  |
| Debtors                                        | 13   | 2,396,705        | 2,551,853        | 2,396,106        | 2,551,853        |
| Cash at bank and in hand                       |      | 2,827,258        | 1,480,048        | 2,826,631        | 1,479,383        |
|                                                |      | <u>5,223,963</u> | <u>4,031,901</u> | <u>5,222,737</u> | <u>4,031,236</u> |
| Creditors: amounts falling due within one year | 14   | (3,273,132)      | (2,353,617)      | (3,311,280)      | (2,383,193)      |
| <b>Net current assets</b>                      |      | <u>1,950,831</u> | <u>1,678,284</u> | <u>1,911,457</u> | <u>1,648,043</u> |
| <b>Net assets</b>                              | 15   | <u>3,654,952</u> | <u>3,217,955</u> | <u>3,615,680</u> | <u>3,187,816</u> |
| <b>Income funds</b>                            |      |                  |                  |                  |                  |
| Unrestricted funds                             | 15   | 3,648,287        | 3,210,890        | 3,609,015        | 3,180,751        |
| Restricted funds                               | 16   | 6,665            | 7,065            | 6,665            | 7,065            |
|                                                |      | <u>3,654,952</u> | <u>3,217,954</u> | <u>3,615,680</u> | <u>3,187,816</u> |

These financial statements have been prepared in accordance with the special provisions in relation to companies subject to the small companies regime within the Companies Act 2006 and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Directors on 13/01/21 and signed on its behalf by:



**Heather Peck BSc FCIPD ARAgS**  
Chair

Company number: 2823181

The accompanying accounting policies and notes form an integral part of these financial statements.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Statement of Cash Flows and Consolidated Statement of Cash Flows for the year ended 31 March 2021**

**Group Cash Flow Statement**

|                                                                    |             | <b>Group</b>     |                  | <b>Company</b>   |                  |
|--------------------------------------------------------------------|-------------|------------------|------------------|------------------|------------------|
|                                                                    |             | <b>31 March</b>  | <b>31 March</b>  | <b>31 March</b>  | <b>31 March</b>  |
|                                                                    |             | <b>2021</b>      | <b>2020</b>      | <b>2021</b>      | <b>2020</b>      |
|                                                                    | <b>Note</b> | <b>£</b>         | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| <b>Net cash provided by (used by) operating activities</b>         | 20          | <b>1,477,447</b> | <b>(276,899)</b> | <b>1,475,864</b> | <b>(279,921)</b> |
| <b>Cash flows from investing activities</b>                        |             |                  |                  |                  |                  |
| Interest received                                                  | 1           | <b>1,054</b>     | 5,176            | <b>2,675</b>     | 8,052            |
| Purchase of fixed assets                                           | 11          | <b>(131,291)</b> | (151,697)        | <b>(131,291)</b> | (151,697)        |
|                                                                    |             | <b>(130,237)</b> | (146,521)        | <b>(128,616)</b> | (143,645)        |
| <b>Change in cash and cash equivalents in the reporting period</b> |             | <b>1,347,210</b> | (423,420)        | <b>1,347,248</b> | (423,556)        |
| <b>Cash and cash equivalents at the beginning of the year</b>      |             | <b>1,480,048</b> | 1,903,468        | <b>1,479,383</b> | 1,902,949        |
| <b>Cash and cash equivalents at the end of the year</b>            |             | <b>2,827,258</b> | 1,480,048        | <b>2,826,631</b> | 1,479,383        |

The accompanying accounting policies and notes form an integral part of these financial statements.

**Principal Accounting Policies**

## **Principal Accounting Policies**

### **General information**

Lantra is a private limited company, limited by guarantee and registered in England and Wales. Its company registration number is: 2823181. It is domiciled in England.

The Registered Office is Lantra House, Stoneleigh Park, Coventry, CV8 2LG.

### **Basis of preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements have been prepared in accordance with all applicable laws and regulations for both, charities and companies.

The financial statements are presented on a consolidated basis. The financial statements are presented in Sterling (£), which is Lantra's functional currency and are rounded to the nearest whole pound.

Lantra meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared under the historical cost convention except that certain investments are held at market value.

### **Basis of consolidation**

The Group financial statements consolidate those of Lantra and its wholly owned subsidiary Upskill UK Limited on a line by line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Trust has taken advantage of the exemption afforded by section 408 of the Companies Act 2006.

### **Going Concern**

At the time of signing the accounts, the Trustees have considered the effect of the Coronavirus on the going concern position, and consider that this does indicate that the group will continue to operate for a period of at least 12 months from the date of signing these accounts due to the level of funding already secured with its key partners. At the balance sheet date the group held significant cash balances. The group has significant reserves, the majority of which are unrestricted and is sufficient to absorb short-term in-period deficits if required. Government support is utilised, where it is appropriate to do so, and during the year both the Furlough scheme and VAT deferral facility have been used.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Principal Accounting Policies**

The financial forecasts prepared by the executive team show that the group will be able to operate within the facilities available to it.

On that basis the Trustees have prepared these financial statements on a going concern basis.

**Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

***Income from grants and government contracts***

The Charity carries out work for government bodies; income under these contracts is recognised once milestones attached to the income have been met.

Deferred income is recognised in the balance sheet when the Charity has received income in advance of milestones relating to that income being delivered.

Investment income is included when receivable.

**Resources expended**

All expenditure is accounted for on an accruals basis as a liability is incurred and has been classified under headings that aggregate all costs related to the category. Direct staff costs and overheads are allocated between charitable activities on the basis of estimated time spent on each project. Support costs are those incurred directly in support of expenditure on the objects of the Charity. Governance costs are those incurred in connection with administration of the Charity and compliance with statutory requirements.

Support costs are allocated in proportion to the direct costs incurred on the Charity's various activities.

**Fixed assets and depreciation**

Tangible fixed assets are stated at cost net of depreciation. The cost of minor additions or those under £500 are not capitalised. Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets over their expended useful lives. The rates generally applicable are:

|                                             |     |
|---------------------------------------------|-----|
| Long leasehold premises                     | 4%  |
| Training and office equipment and computers | 20% |
| Telephony equipment and computers           | 33% |
| Office furniture                            | 20% |
| Software and website development            | 33% |

## **Principal Accounting Policies**

### **Investments**

Investments in unlisted subsidiaries are held as fixed assets measured at cost less impairment.

### **Stocks and work in progress**

Stocks of training aids and publications are expended in the year and no value is recognised at the period end.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discounts offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Financial Instruments**

The Group only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Financial Activities.

Financial assets that are measured at fair value are valued based on valuations obtained at the year end. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

### **Retirement benefits – Pension Scheme**

The Charity participates in the ITB Pension Funds, a defined benefit scheme, which is externally funded and has its own direct contribution stakeholder pension. The fund is valued at least every 3 years by a professionally qualified independent actuary with the rates of contribution payable being determined by the Trustees on the advice of the actuary. The scheme operates as a pooled arrangement. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the Charity.

In these circumstances, contributions are accounted for as if the scheme was a defined contribution scheme based on actual contributions paid through the year with the amount charged to the Statements of Financial Activities in respect of pension costs and other post-retirement benefits being the contributions payable in the year.

## **Principal Accounting Policies**

### **Redundancy Costs**

The costs of making employees redundant are recognised in the period in which the redundancy is communicated to the employee. In cases where the redundancy is communicated prior to the year end but the employee does not leave until after the year end, the full costs of the redundancy are accrued.

### **Leased assets**

Rentals paid under operating leases are charged to income on a straight-line basis over the term of the lease. Operating leases are where the risks and rewards of ownership remain with the lessor.

### **Restricted funds**

Lantra receives some restricted income which can only be used for specified purposes as stated by the funder. Each type of restricted fund is accounted for and separately identified in the accounts.

### **Unrestricted funds**

Unrestricted funds are incoming resources received or generated for charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

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

In preparing the Financial Statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, liabilities and disclosure of contingent assets and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

In relation to government contract income where we also have deferred income overlapping the financial year end, the income recognised matches the direct costs and any remaining contract funds are not recognised until the contract is complete. Accruals are mostly based on post year end events and depreciation rates are set based on industry norms and are consistent year on year.

Notes to the Financial Statements (continued)

## Notes to the Financial Statements

### 1. Investment income

|                     | <b>31 March<br/>2021<br/>Unrestricted<br/>£</b> | <b>31 March<br/>2020<br/>Unrestricted<br/>£</b> |
|---------------------|-------------------------------------------------|-------------------------------------------------|
| Interest receivable | <b>1,054</b>                                    | <b>5,176</b>                                    |

### 2. Analysis of grants and other Government contracts

|                                             | <b>31 March<br/>2021<br/>Unrestricted<br/>£</b> | <b>31 March<br/>2020<br/>Unrestricted<br/>£</b> |
|---------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| Other Government contracts                  | <b>3,052,693</b>                                | <b>3,312,423</b>                                |
| Other Skills Development Scotland contracts | <b>98,850</b>                                   | <b>187,300</b>                                  |
|                                             | <b>3,151,543</b>                                | <b>3,499,723</b>                                |

### 3. Donations & legacies

|              | <b>31 March<br/>2021<br/>Unrestricted<br/>£</b> | <b>31 March<br/>2020<br/>Unrestricted<br/>£</b> |
|--------------|-------------------------------------------------|-------------------------------------------------|
| Other grants | <b>601,585</b>                                  | <b>-</b>                                        |
|              | <b>601,585</b>                                  | <b>-</b>                                        |

### 4. Other services provided

|                               | <b>31 March<br/>2021<br/>Unrestricted<br/>£</b> | <b>31 March<br/>2020<br/>Unrestricted<br/>£</b> |
|-------------------------------|-------------------------------------------------|-------------------------------------------------|
| Sale of Animal Care workbooks | <b>-</b>                                        | <b>425</b>                                      |
| Apprenticeship certification  | <b>42,207</b>                                   | <b>68,164</b>                                   |
| Room hire                     | <b>2,040</b>                                    | <b>68,008</b>                                   |
| Skills Manager sales          | <b>223,485</b>                                  | <b>190,329</b>                                  |
| Consultancy                   | <b>10,487</b>                                   | <b>170,422</b>                                  |
| Other                         | <b>679</b>                                      | <b>2,205</b>                                    |
|                               | <b>278,898</b>                                  | <b>499,553</b>                                  |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**5. Analysis of total resources expended**

|                               | Direct costs<br>£ | Staff costs<br>£ | Support costs<br>£ | 31 March<br>2021<br>£ | 31 March<br>2020<br>£ |
|-------------------------------|-------------------|------------------|--------------------|-----------------------|-----------------------|
| <b>Charitable Activities:</b> |                   |                  |                    |                       |                       |
| Awarding and Learning         | 1,024,964         | 2,430,270        | 271,107            | <b>3,726,341</b>      | 3,880,773             |
| Grants and Contracts          | 1,673,720         | 1,421,770        | 380,152            | <b>3,475,642</b>      | 3,797,827             |
| Other services provided       | 156,483           | 92,137           | 4,326              | <b>252,946</b>        | 454,451               |
| <b>Total</b>                  | <b>2,855,167</b>  | <b>3,944,177</b> | <b>655,585</b>     | <b>7,454,929</b>      | <b>8,133,051</b>      |

- Staff costs have been allocated to activities based on the estimated time spent by staff members on those activities
- Operating costs have been allocated based on estimated time spent by staff members on those activities.

Total expenditure in the year was £7,454,929 (2020: £8,133,051) with £7,454,529 unrestricted (2020: £8,132,651) and £400 restricted (2020: £400).

**6. Support Costs**

| Support Costs                | Awarding & Learning<br>£ | Grants & Contracts<br>£ | Other services provided<br>£ | 31 March<br>2021<br>£ | 31 March<br>2020<br>£ |
|------------------------------|--------------------------|-------------------------|------------------------------|-----------------------|-----------------------|
| Repairs & Maintenance        | 15,694                   | 10,291                  | 5,146                        | <b>31,131</b>         | 88,672                |
| Depreciation                 | 74,750                   | 49,016                  | 24,508                       | <b>148,274</b>        | 156,060               |
| IT & Telephone               | 78,043                   | 51,176                  | 25,588                       | <b>154,807</b>        | 174,130               |
| Rent & Rates                 | 48,853                   | 32,035                  | 16,017                       | <b>96,905</b>         | 101,086               |
| General office               | 96,747                   | 63,441                  | 31,720                       | <b>191,908</b>        | 245,428               |
| Governance costs (see below) | 16,414                   | 10,764                  | 5,382                        | <b>32,560</b>         | 101,683               |
| <b>Total</b>                 | <b>330,501</b>           | <b>216,723</b>          | <b>108,361</b>               | <b>655,585</b>        | <b>867,059</b>        |

| Governance Costs              | Awarding & Learning<br>£ | Grants & Contracts<br>£ | Other services provided<br>£ | 31 March<br>2021<br>£ | 31 March<br>2020<br>£ |
|-------------------------------|--------------------------|-------------------------|------------------------------|-----------------------|-----------------------|
| Audit & Account Prep. fees    | 6,453                    | 4,231                   | 2,116                        | <b>12,800</b>         | 14,450                |
| Bad debts                     | (1,896)                  | (1,242)                 | (621)                        | <b>(3,759)</b>        | 47,622                |
| Meetings & Board costs        | -                        | -                       | -                            | -                     | 8,689                 |
| Other Professional Fees       | 11,881                   | 7,759                   | 3,879                        | <b>23,519</b>         | 30,922                |
| <b>Total Governance Costs</b> | <b>16,438</b>            | <b>10,748</b>           | <b>5,374</b>                 | <b>32,560</b>         | <b>101,683</b>        |

Costs are allocated based on the staff allocated to each activity.

**Notes to the Financial Statements (continued)**

**7. Information regarding directors and employees**

During the financial year and in accordance with the Memorandum and Articles of Association of the Charity the sum of £12,500 was paid to Heather Peck for consultancy services which the Chair provided to the Board during the year (2020: £12,500). This year the Charity paid no other Trustees for additional work undertaken in line with its Articles of Association (2020: no remuneration was paid to any other Trustees).

Expenses were reimbursed to 1 Trustees which amounted to £190 (2020: 12 Trustees which amounted to £13,047) for meeting and travel expenses.

Pension contributions worth £nil were made on behalf of the Chair (2020: £nil).  
Pension contributions worth £nil were made on behalf of any other Trustee (2020: £nil).

The total remuneration paid to key management personnel for their services provided to the Charity was £411,415 (2020: £412,916). Key management personnel comprise of the trustees and the Chief Executive and Senior Staff as detailed on page 2.

The average number of persons (including executive directors) employed during the year was:

| <b>By activity</b>                               | <b>2021<br/>Number</b>   | <b>2020<br/>Number</b>   |
|--------------------------------------------------|--------------------------|--------------------------|
| Government Contracts                             | <b>40</b>                | 38                       |
| Awarding and Learning                            | <b>61</b>                | 62                       |
| Central Services                                 | <b>20</b>                | 19                       |
| <b>Total</b>                                     | <b>121</b>               | <b>119</b>               |
|                                                  | <b>31 March<br/>2021</b> | <b>31 March<br/>2020</b> |
| <b>Staff costs (for the above persons)</b>       | <b>£</b>                 | <b>£</b>                 |
| Salaries and wages                               | <b>3,418,440</b>         | 3,436,592                |
| Social security costs                            | <b>311,336</b>           | 319,291                  |
| Pension costs                                    | <b>144,444</b>           | 148,299                  |
| Restructuring costs                              | -                        | 3,503                    |
|                                                  | <b>3,874,220</b>         | <b>3,907,685</b>         |
| Travel/Subsistence and other staff related costs | <b>169,197</b>           | 336,535                  |
| Value of Benefit in Kind                         | <b>(99,240)</b>          | (94,210)                 |
| <b>Total per Note 5</b>                          | <b>3,944,177</b>         | <b>4,150,010</b>         |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

The costs and liability in relation to the defined contribution pension scheme are allocated between activities on the same basis as staff costs. Direct staff costs including pensions are allocated directly to the activities that the staff work on, based on the estimated time that the employees have worked on the projects. Support staff pension costs are allocated in-line with all support costs.

Redundancy costs of £Nil (2020: £3,503) were incurred during the year. At the balance sheet date £nil (2020: £nil) was accrued in relation to redundancy payments that had been agreed, but not paid.

The number of staff whose emoluments for the year (including taxable benefits) exceeded £60,000 were as follows:

|                     | <b>31 March<br/>2021<br/>Number</b> | <b>31 March<br/>2020<br/>Number</b> |
|---------------------|-------------------------------------|-------------------------------------|
| £70,000 – £79,999   | 1                                   | 1                                   |
| £110,000 – £119,999 | 1                                   | 1                                   |
| £130,000 – £139,999 | 1                                   | 1                                   |

The number of higher paid staff to whom retirement benefits are accruing is 3 (2020: 3).

**8. Net incoming resources for the year**

Net incoming resources for the year is stated after charging:

|                                                                 | <b>31 March<br/>2021<br/>£</b> | <b>31 March<br/>2020<br/>£</b> |
|-----------------------------------------------------------------|--------------------------------|--------------------------------|
| Depreciation – owned assets                                     | <b>169,009</b>                 | 182,542                        |
| Auditor's remuneration for:                                     |                                |                                |
| – fees payable to auditor for audit of Lantra's annual accounts | <b>11,500</b>                  | 11,500                         |
| – fee payable to auditor for review of subsidiary accounts      | <b>500</b>                     | 500                            |
| – Corporation tax                                               | <b>800</b>                     | 800                            |
| – other services                                                | -                              | 400                            |
| Operating lease rentals                                         |                                |                                |
| – plant and machinery                                           | <b>132,566</b>                 | 141,842                        |
| – land and buildings                                            | <b>80,590</b>                  | 85,229                         |

**Notes to the Financial Statements (continued)**

**9. Support of volunteers**

The Charity is supported by the work of a significant number of volunteers who freely provide their time to attend to steering and advisory groups. In addition, businesses make their time freely available to help provide research information and assist in the development of occupational standards and frameworks and training courses. It is difficult to put a value on this contribution, but to buy in this level of support would have cost Lantra £233,415 (2020: £231,093). In accordance with the SORP, no amount is recognised in the financial statements in relation to the value of volunteer support.

**10. Net income attributable to the parent company**

The entity has taken exemption from presenting its own profit and loss account under section 408 of Companies Act 2006. The net income dealt with in the financial statements of the parent company is £427,866 (2020: £287,070).

**11. Tangible fixed assets**

| <b>Group &amp; Company</b> | <b>Long<br/>leasehold<br/>premises<br/>£</b> | <b>Office<br/>equipment<br/>£</b> | <b>Software<br/>and<br/>website<br/>develop-<br/>ment<br/>£</b> | <b>Office<br/>furniture<br/>£</b> | <b>Total<br/>£</b>      |
|----------------------------|----------------------------------------------|-----------------------------------|-----------------------------------------------------------------|-----------------------------------|-------------------------|
| Cost                       |                                              |                                   |                                                                 |                                   |                         |
| At 1 April 2020            | 514,265                                      | 219,828                           | 267,066                                                         | 1,788                             | <b>1,002,947</b>        |
| Additions                  | 6,500                                        | 1,561                             | 123,230                                                         | -                                 | <b>131,291</b>          |
| Disposals                  | (10,300)                                     | (34,430)                          | (36,625)                                                        | -                                 | <b>(81,355)</b>         |
| At 31 March 2021           | <u>510,465</u>                               | <u>186,959</u>                    | <u>353,671</u>                                                  | <u>1,788</u>                      | <u><b>1,052,883</b></u> |
| Depreciation               |                                              |                                   |                                                                 |                                   |                         |
| At 1 April 2020            | 268,856                                      | 92,657                            | 117,551                                                         | 951                               | <b>480,015</b>          |
| Charge for the year        | 20,498                                       | 59,100                            | 89,054                                                          | 357                               | <b>169,009</b>          |
| Disposals                  | (3,843)                                      | (34,430)                          | (36,625)                                                        | -                                 | <b>(74,898)</b>         |
| At 31 March 2021           | <u>285,511</u>                               | <u>117,327</u>                    | <u>169,980</u>                                                  | <u>1,308</u>                      | <u><b>574,126</b></u>   |
| Net book value             |                                              |                                   |                                                                 |                                   |                         |
| At 31 March 2021           | <u><b>224,954</b></u>                        | <u><b>69,632</b></u>              | <u><b>183,691</b></u>                                           | <u><b>480</b></u>                 | <u><b>478,757</b></u>   |
| Net book value             |                                              |                                   |                                                                 |                                   |                         |
| At 31 March 2020           | <u>245,409</u>                               | <u>127,171</u>                    | <u>149,515</u>                                                  | <u>837</u>                        | <u>522,932</u>          |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**12. Fixed asset investments**

| <b>Group</b>           | <b>Total return<br/>fund<br/>£</b> | <b>31 March<br/>2021<br/>£</b> |
|------------------------|------------------------------------|--------------------------------|
| Value at 1 April 2020  | 1,016,739                          | 1,016,739                      |
| Unrealised gain        | 208,625                            | 208,625                        |
| Value at 31 March 2021 | <b><u>1,225,364</u></b>            | <b><u>1,225,364</u></b>        |

| <b>Company</b>         | <b>Shares in<br/>subsidiaries<br/>£</b> | <b>Total return<br/>fund<br/>£</b> | <b>31 March<br/>2021<br/>£</b> |
|------------------------|-----------------------------------------|------------------------------------|--------------------------------|
| Value at 1 April 2020  | 102                                     | 1,016,739                          | 1,016,841                      |
| Unrealised gain        | -                                       | 208,625                            | 208,625                        |
| Value at 31 March 2021 | <b><u>102</u></b>                       | <b><u>1,225,364</u></b>            | <b><u>1,225,466</u></b>        |

Lantra owns 100% of the share capital of Upskill UK Limited (100 £1 ordinary shares) and Lantra Awards Limited (2 ordinary £1 shares).

The principal activity of Upskill UK Limited is the development and supply of IT solutions based on individual and business competency. The shares are unlisted and represent 100% of Upskill UK Limited; the Company is registered in England and Wales. Its company number is 06352816.

Lantra Awards Limited historically provided awarding and accreditation services to land-based and environmental industries but has been dormant since 1 July 2011. Lantra hold 100% of the issued share capital of Lantra Awards Limited which is registered in England and Wales. The shares are unlisted. Its company number is 03567982.

The aggregate amount of the subsidiary undertakings' assets, liabilities and funds are as follows:

|                       | <b>Assets<br/>£</b> | <b>Liabilities<br/>£</b> | <b>Funds<br/>£</b> |
|-----------------------|---------------------|--------------------------|--------------------|
| Upskill UK Limited    | 40,672              | (187,843)                | (147,171)          |
| Lantra Awards Limited | <u>2</u>            | <u>-</u>                 | <u>2</u>           |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

The incoming resources, resources expended, and net incoming resources of the subsidiary undertakings are as follows:

|                       | <b>Incoming<br/>resources<br/>£</b> | <b>Resources<br/>Expended<br/>£</b> | <b>Net incoming<br/>resources<br/>£</b> |
|-----------------------|-------------------------------------|-------------------------------------|-----------------------------------------|
| Upskill UK Limited    | 30,577                              | (21,446)                            | 9,131                                   |
| Lantra Awards Limited | -                                   | -                                   | -                                       |

Upskill UK Limited is not required to have an audit as it qualifies as a small company under the Companies Act 2006. The directors have considered the need for audit, but as the activities of Upskill UK Limited are immaterial relative to the Group, an audit has not been deemed necessary in the current or previous year.

During the year ended 31 March 2018 Lantra invested in a total return fund seeking long term growth, the original investment of £1,000,000 was valued at £1,225,364 at 31 March 2021.

**13. Debtors**

|                | <b>Group</b>                   |                                | <b>Company</b>                 |                                |
|----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|                | <b>31 March<br/>2021<br/>£</b> | <b>31 March<br/>2020<br/>£</b> | <b>31 March<br/>2021<br/>£</b> | <b>31 March<br/>2020<br/>£</b> |
| Trade debtors  | <b>2,187,689</b>               | 2,252,194                      | <b>2,187,090</b>               | 2,252,194                      |
| Other debtors  | <b>400</b>                     | 400                            | <b>400</b>                     | 400                            |
| Prepayments    | <b>197,437</b>                 | 179,319                        | <b>197,437</b>                 | 179,319                        |
| Accrued income | <b>11,179</b>                  | 119,940                        | <b>11,179</b>                  | 119,940                        |
|                | <b><u>2,396,705</u></b>        | <u>2,551,853</u>               | <b><u>2,396,106</u></b>        | <u>2,551,853</u>               |

Accrued income includes £5,815 to fund Welsh Government Supply Chain Horticulture training in Wales, £2,180 to fund Farming Connect Training in Wales, £3,143 from Welsh Government Supply Chain Food to support training in Wales and £41 from Welsh Government Animal Health fund.

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**14. Creditors: amounts falling due within one year**

|                                    | <b>Group</b>            |                         | <b>Company</b>          |                         |
|------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                    | <b>31 March</b>         | <b>31 March</b>         | <b>31 March</b>         | <b>31 March</b>         |
|                                    | <b>2021</b>             | <b>2020</b>             | <b>2021</b>             | <b>2020</b>             |
|                                    | <b>£</b>                | <b>£</b>                | <b>£</b>                | <b>£</b>                |
| Trade creditors                    | <b>322,629</b>          | 310,364                 | <b>362,077</b>          | 341,241                 |
| Other creditors                    | <b>967</b>              | 609                     | <b>967</b>              | 608                     |
| Other taxation and social security | <b>384,145</b>          | 247,807                 | <b>384,145</b>          | 247,807                 |
| Accruals                           | <b>340,616</b>          | 125,224                 | <b>339,316</b>          | 123,924                 |
| Deferred income                    | <b>2,224,775</b>        | 1,669,613               | <b>2,224,775</b>        | 1,669,613               |
|                                    | <b><u>3,273,132</u></b> | <b><u>2,353,617</u></b> | <b><u>3,311,280</u></b> | <b><u>2,383,193</u></b> |

Group deferred income comprises contract income received in advance of contract outputs/ milestones being delivered. This figure is calculated based on actual outputs at the year end compared to cash received and includes any provisions to allow for non-delivery by the conclusion of the project timetable.

Deferred income includes £1,489,824 from Welsh Government for various projects (2020: £1,489,824), £324,766 (2020: £150,155 for end point assessments invoiced in advance and other deferred income of £369,360 from Scottish Government for various projects (2020: £Nil) and other deferred income of £40,825 (2020: £29,634)

***Deferred Income***

|                                       | <b>Group &amp; Company</b> |
|---------------------------------------|----------------------------|
|                                       | <b>£</b>                   |
| Balance as at 31 March 2020           | 1,669,613                  |
| Amount released to incoming resources | (164,000)                  |
| Amount deferred in year               | 719,162                    |
| Balance as at 31 March 2021           | <b><u>2,224,775</u></b>    |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**15. Funds**

| <b>Group</b>       | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,065                                           | -                   | (400)                    | -                                                  | 6,665                                           |
| Unrestricted funds | 3,210,890                                       | 7,683,301           | (7,454,529)              | 198,625                                            | 3,638,287                                       |
| Designated fund    | -                                               | -                   | -                        | 10,000                                             | 10,000                                          |
| <b>Total funds</b> | <b>3,217,955</b>                                | <b>7,683,301</b>    | <b>(7,454,929)</b>       | <b>208,625</b>                                     | <b>3,654,952</b>                                |

| <b>Company</b>     | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,065                                           | -                   | (400)                    | -                                                  | 6,665                                           |
| Unrestricted funds | 3,180,751                                       | 7,704,299           | (7,484,660)              | 198,625                                            | 3,599,015                                       |
| Designated fund    | -                                               | -                   | -                        | 10,000                                             | 10,000                                          |
| <b>Total funds</b> | <b>3,187,816</b>                                | <b>7,704,299</b>    | <b>(7,485,060)</b>       | <b>208,625</b>                                     | <b>3,615,680</b>                                |

During the year Lantra have set up a designated fund, which will become a restricted fund in the 2021-22 financial year. The purpose is to support instructor recruitment, this fund will form part of Lantra's match funding contribution and the commitment to support the development of instructors.

The above information has also been provided for the prior year below.

| <b>Group</b>       | <b>Opening<br/>Balance<br/>01/04/2019<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/ Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2020<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|----------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,465                                           | -                   | (400)                    | -                                                  | 7,065                                           |
| Unrestricted funds | 2,917,052                                       | 8,385,704           | (8,132,651)              | 40,785                                             | 3,210,890                                       |
| Designated fund    | -                                               | -                   | -                        | -                                                  | -                                               |
| <b>Total funds</b> | <b>2,924,517</b>                                | <b>8,385,704</b>    | <b>(8,133,051)</b>       | <b>40,785</b>                                      | <b>3,217,955</b>                                |

| <b>Company</b>     | <b>Opening<br/>Balance<br/>01/04/2019<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Net loss on<br/>investments<br/>/Transfers</b> | <b>Closing<br/>Balance<br/>31/03/2020<br/>£</b> |
|--------------------|-------------------------------------------------|---------------------|--------------------------|---------------------------------------------------|-------------------------------------------------|
| Restricted funds   | 7,465                                           | -                   | (400)                    | -                                                 | 7,065                                           |
| Unrestricted funds | 2,893,280                                       | 8,409,550           | (8,161,864)              | 40,785                                            | 3,180,751                                       |
| Designated fund    | -                                               | -                   | -                        | -                                                 | -                                               |
| <b>Total funds</b> | <b>2,900,745</b>                                | <b>8,409,550</b>    | <b>(8,162,264)</b>       | <b>40,785</b>                                     | <b>3,187,816</b>                                |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**16. Restricted funds**

| <b>Group and company</b> | <b>Opening<br/>Balance<br/>01/04/2020<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Closing<br/>Balance<br/>31/03/2021<br/>£</b> |
|--------------------------|-------------------------------------------------|---------------------|--------------------------|-------------------------------------------------|
| Frank Parkinson Trust    | 1,600                                           | -                   | (400)                    | <b>1,200</b>                                    |
| Animal Care Lead Body    | 4,385                                           | -                   | -                        | <b>4,385</b>                                    |
| R2                       | 1,080                                           | -                   | -                        | <b>1,080</b>                                    |
|                          | <u>7,065</u>                                    | <u>-</u>            | <u>(400)</u>             | <u><b>6,665</b></u>                             |

The Frank Parkinson Trust contributed funds towards building costs.

Animal Care Lead Body funds provide support for the keeping of animals in educational establishments.

R2 provide funds to support the promotion of the arboriculture professional skill register to the industry.

The above information has also been provided for prior year below.

| <b>Group and company</b> | <b>Opening<br/>Balance<br/>01/04/2019<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Closing<br/>Balance<br/>31/03/2020<br/>£</b> |
|--------------------------|-------------------------------------------------|---------------------|--------------------------|-------------------------------------------------|
| Frank Parkinson Trust    | 2,000                                           | -                   | (400)                    | <b>1,600</b>                                    |
| Animal Care Lead Body    | 4,385                                           | -                   | -                        | <b>4,385</b>                                    |
| R2                       | 1,080                                           | -                   | -                        | <b>1,080</b>                                    |
|                          | <u>7,465</u>                                    | <u>-</u>            | <u>(400)</u>             | <u><b>7,065</b></u>                             |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**17. Analysis of group net assets between funds**

| <b>Group</b>            | <b>Restricted<br/>Funds<br/>£</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>2021<br/>Total<br/>£</b> | <b>2020<br/>Total<br/>£</b> |
|-------------------------|-----------------------------------|-------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets   | 1,200                             | 477,557                             | 478,757                     | 522,932                     |
| Investments             | -                                 | 1,225,364                           | 1,225,364                   | 1,016,739                   |
| Current assets          | 5,465                             | 5,218,498                           | 5,223,963                   | 4,031,901                   |
| Current liabilities     | -                                 | (3,273,132)                         | (3,273,132)                 | (2,353,617)                 |
| <b>Total net assets</b> | <b>6,665</b>                      | <b>3,648,287</b>                    | <b>3,654,952</b>            | <b>3,217,955</b>            |

| <b>Company</b>          | <b>Restricted<br/>Funds<br/>£</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>2021<br/>Total<br/>£</b> | <b>2020<br/>Total<br/>£</b> |
|-------------------------|-----------------------------------|-------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets   | 1,200                             | 477,557                             | 478,757                     | 522,932                     |
| Investments             | -                                 | 1,225,466                           | 1,225,466                   | 1,016,841                   |
| Current assets          | 5,465                             | 5,217,272                           | 5,222,737                   | 4,031,236                   |
| Current liabilities     | -                                 | (3,311,280)                         | (3,311,280)                 | (2,383,193)                 |
| <b>Total net assets</b> | <b>6,665</b>                      | <b>3,609,015</b>                    | <b>3,615,680</b>            | <b>3,187,816</b>            |

**18. Guarantee**

Lantra is a Company limited by guarantee. The members of the Company have each agreed to contribute £1 to the assets of the Company in the event of it being wound up. As at 31<sup>st</sup> March 2021 there were 10 members (2020: 10 members) of Lantra.

**19. Pension obligations**

Under the definitions set out in FRS 102, the ITB Pension Funds is a multi-employer pension scheme. Lantra is unable to identify its share of the underlying assets and liabilities of the scheme. Accordingly, Lantra has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme. Lantra has set out below the information available on the surplus in the scheme and the implications for Lantra in terms of anticipated contribution rates.

The pension cost is assessed every three years in accordance with the advice of an independent qualified actuary using the projected unit valuation method. The objective of this method is to maintain a fund that is expected to be sufficient to meet the expected outgo in respect of all benefits accrued to the date of valuation. The latest actuarial valuation of the scheme was as at 31 March 2019. The assumptions that have the most significant effect on the valuation are as follows:

|                               |                          |
|-------------------------------|--------------------------|
| Pre-retirement discount rate  | Gilt Yield Curve + 0.15% |
| Post-retirement discount rate | Gilt Yield Curve + 0.15% |
| Rate of price inflation       | Implied by gilt curves   |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

The assets in the scheme and the expected rate of return were:

|                                                  |                |
|--------------------------------------------------|----------------|
| Market value of assets at date of last valuation | £507.2 million |
| Surplus in scheme                                | £21.3 million  |

**20. Reconciliation of net movement in funds to net cash inflow from operating activities**

|                                                            | <b>Group</b>            |                         | <b>Company</b>          |                         |
|------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                            | <b>2021</b>             | <b>2020</b>             | <b>2021</b>             | <b>2020</b>             |
|                                                            | <b>£</b>                | <b>£</b>                | <b>£</b>                | <b>£</b>                |
| Net movement in funds for the period                       | <b>436,997</b>          | 293,438                 | <b>427,864</b>          | 287,071                 |
| Investment gains                                           | <b>(208,625)</b>        | (40,785)                | <b>(208,625)</b>        | (40,785)                |
| Interest receivable                                        | <b>(1,054)</b>          | (5,176)                 | <b>(2,675)</b>          | (8,052)                 |
| Depreciation charge                                        | <b>169,009</b>          | 182,542                 | <b>169,009</b>          | 182,542                 |
| Loss on sale of fixed assets                               | <b>6,457</b>            | -                       | <b>6,457</b>            | -                       |
| Decrease / (Increase) in debtors                           | <b>155,148</b>          | (705,138)               | <b>155,747</b>          | (703,927)               |
| Increase / (Decrease) in creditors                         | <b>919,515</b>          | (1,780)                 | <b>928,087</b>          | 3,230                   |
| <b>Net cash provided by (used in) operating activities</b> | <b><u>1,477,447</u></b> | <b><u>(276,899)</u></b> | <b><u>1,475,864</u></b> | <b><u>(279,921)</u></b> |

**21. Analysis of cash and cash equivalents**

|                          | <b>Group</b>            |                         | <b>Company</b>          |                         |
|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                          | <b>2021</b>             | <b>2020</b>             | <b>2021</b>             | <b>2020</b>             |
|                          | <b>£</b>                | <b>£</b>                | <b>£</b>                | <b>£</b>                |
| Cash at bank and in hand | <b><u>2,827,258</u></b> | <b><u>1,480,048</u></b> | <b><u>2,826,631</u></b> | <b><u>1,479,383</u></b> |
|                          |                         |                         |                         |                         |
|                          |                         |                         | <b>Company</b>          |                         |
|                          |                         |                         | <b>Cashflows</b>        |                         |
|                          | At start of year        |                         |                         | At end of year          |
|                          | £                       |                         | £                       | £                       |
|                          | <b><u>1,479,383</u></b> |                         | <b><u>1,347,248</u></b> | <b><u>2,826,631</u></b> |
|                          |                         |                         |                         |                         |
|                          |                         |                         | <b>Group</b>            |                         |
|                          |                         |                         | <b>Cashflows</b>        |                         |
|                          | At start of year        |                         |                         | At end of year          |
|                          | £                       |                         | £                       | £                       |
|                          | <b><u>1,480,048</u></b> |                         | <b><u>1,347,210</u></b> | <b><u>2,827,258</u></b> |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

**22. Financial commitments**

At 31 March 2021 the Group and Company had total commitments under non-cancellable operating leases as follows:

|                            | <b>2021</b>                     |                       | <b>2020</b>                     |                       |
|----------------------------|---------------------------------|-----------------------|---------------------------------|-----------------------|
|                            | <b>Land and buildings<br/>£</b> | <b>Other<br/>£</b>    | <b>Land and buildings<br/>£</b> | <b>Other<br/>£</b>    |
| Leases falling due:        |                                 |                       |                                 |                       |
| Within one year            | <b>84,910</b>                   | <b>83,220</b>         | 88,522                          | 106,377               |
| Between two and five years | <b>286,307</b>                  | <b>75,688</b>         | 305,141                         | 129,768               |
| Over 5 years               | <b>4,344,546</b>                | -                     | 4,410,623                       | -                     |
|                            | <b><u>4,715,763</u></b>         | <b><u>158,908</u></b> | <b><u>4,804,286</u></b>         | <b><u>236,145</u></b> |

**23. Capital Commitments**

Contractual commitments for the acquisition of tangible fixed assets contracted for but not provided in the financial statements amounted to £43,086 (2020: £Nil)

**24. Contingent liability**

The Group has been in receipt of significant income from a variety of grant making bodies in recent years and takes all reasonable steps to ensure it complies with the terms attached to the receipt of all such income. However, the Trustees recognise that this is a complex area and there is always a risk that some funding could become repayable as a result of an inspection by those bodies.

It is not possible to estimate the value, if any, or timing of any such repayments.

**25. Financial Instruments**

|                                                                            | <b>Group</b>            |                         | <b>Company</b>          |                         |
|----------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                                                            | <b>2021<br/>£</b>       | <b>2020<br/>£</b>       | <b>2021<br/>£</b>       | <b>2020<br/>£</b>       |
| Financial assets measured at fair value through profit or loss             | <b>2,827,258</b>        | 1,480,048               | <b>2,826,631</b>        | 1,479,383               |
| Financial assets that are debt instruments measured at amortised cost      | <b>2,199,268</b>        | 2,372,534               | <b>2,198,669</b>        | 2,372,534               |
|                                                                            | <b><u>5,026,526</u></b> | <b><u>3,852,582</u></b> | <b><u>5,025,300</u></b> | <b><u>3,851,917</u></b> |
| Financial liabilities that are debt instruments measured at amortised cost | <b>1,048,357</b>        | 684,004                 | <b>1,086,505</b>        | 713,580                 |

**Lantra (a company limited by guarantee)**  
**Financial Statements for the year ended 31 March 2021**

**Notes to the Financial Statements (continued)**

Financial assets measured at fair value through profit or loss comprise of cash at bank and in-hand. The fair value of the cash has been determined with reference to the bank statements and reconciling items at the year end.

Financial assets that are debt instruments measured at amortised cost comprise trade debtors, other debtors and accrued income.

Financial liabilities that are debt instruments measured at amortised cost consists of trade creditors, other creditors, other taxation and social security, and accruals.

**26. Related party transactions**

During the year Upskill UK Limited, a 100% owned subsidiary, made sales to Lantra totalling £30,577 (2020: £20,969), additionally Lantra made sales/recharges to Upskill UK Limited totalling £11,908 (2020: £4,209) an amount of £39,445 (2020: £31,837) was outstanding to Upskill/owed by Lantra. Lantra also charged interest of £1,622 (2020: £2,876) to Upskill UK Limited on the outstanding inter-company loan of £186,543 (2020: £186,543). All inter-company transactions are charged according to the Service Contract that is in place between the two entities.

Details of the balances and transactions with the Directors and Trustees are disclosed in Note 7.

Income of £1,321 (2020: £5,806) from Countryside Services Limited was received, a company that C Henning is also a Director of. As at 31 March 2021 £Nil (2020 £1,551) was outstanding from Countryside Services Limited.

Income of £Nil (2020: £20,036) from AHDB Dairy Board was received, a company that P Rees is also a Director of, as at 31 March 2021 £Nil (2020 £2,816) was outstanding from AHDB Dairy Board.

Income of £43,006 (2020: £63,293) was received from Ringlink Services Limited, a company that J Craigie is a Director of. As at 31 March 2021 £7,456 (2020 £172) was outstanding from Ringlink Services Limited. Expenditure of £9,064 (2020 £10,000) was incurred from Ringlink Services Limited.

Income of £4,666 (2020: £Nil) was received from SRUC, a company that J Craigie is a Director of. As at 31 March 2021 £1,377 (2020 £Nil) was outstanding from SRUC.