Landmarks Specialist College

England & Wales · Charity number 1047557

Details

Other names	LANDMARKS
Status	Registered
Legal form	Charitable company
Company number	03039522
Registered	1995-06-27
Register	View on the Charity Commission register

Contact

Address	Littlemoor House Littlemoor Eckington Sheffield S21 4EF
Phone	01246433788
Email	Info@Landmarks.ac.uk
Website	www.landmarks.ac.uk

Activities

Objects: To advance education, training and care to all persons and in particular to those with learning, physical and other disabilities, in a caring and sheltered environment including:a. Enhancing and improving those persons' levels and ranges of life skills b. Promoting those persons' self-esteem, confidence and sense of well-being c Enabling those persons' access to the labour market place

Activities: Landmarks is an Independent Specialist College for people with a range of learning difficulties and disabilities. The College offers a broad curriculum that prepares people for adulthood. Learning Pathways are created which help learners achieve employment, become more independent or improve their social and functional communication skills to enable greater control over life decisions.

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Classification

- **How:** Provides Services
- **What:** Education/training, Disability, Animals, Environment/conservation/heritage
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** DERBYSHIRE NOTTINGHAMSHIRE AND SURROUNDING AREA
- Derbyshire
- Nottingham City
- Nottinghamshire
- Rotherham
- Sheffield City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,370,965	£6,675,796	£2,971,939	157
2024-08-31	£5,903,092	£5,638,274	£2,782,095	147
2023-08-31	£4,208,505	£4,853,423	£1,847,322	137
2022-08-31	£4,439,709	£3,967,312	£1,686,778	122
2021-08-31	£3,662,899	£3,240,604	£1,219,304	107
2020-08-31	£2,585,343	£2,451,141	£797,009	90

Trustees

Name	Role	Appointed
Paul Francis Battiste	Chair	2014-06-23
Christina Pickup		2022-10-18
Dr Alison Elizabeth Scott		2023-01-27
Fiona Featherstone		2023-05-31
Mark John Hilton		2022-11-14

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Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

REGISTERED COMPANY NUMBER: 03039522 (England and Wales)
REGISTERED CHARITY NUMBER: 1047557

Report of the Governors and

Financial Statements for the Year Ended 31 August 2025

for

Landmarks Specialist College

SMH Group Audit
Statutory Auditors
5 Westbrook Court
Sharrow Vale Road
Sheffield
South Yorkshire
S11 8YZ

Landmarks Specialist College

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for the Year Ended 31 August 2025

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Landmarks Specialist College

Reference and Administrative Details for the Year Ended 31 August 2025

GOVERNORS	P F Battiste A E Scott C C Pickup M J Hilton Ms F Featherstone (resigned 13/1/2026)
COMPANY SECRETARY	L T Brocklesby
REGISTERED OFFICE	Littlemoor House Littlemoor Eckington Sheffield S21 4EF
REGISTERED COMPANY NUMBER	03039522 (England and Wales)
REGISTERED CHARITY NUMBER	1047557
AUDITORS	SMH Group Audit Statutory Auditors 5 Westbrook Court Sharrow Vale Road Sheffield South Yorkshire S11 8YZ
SOLICITORS	Knights 14 Commercial St Sheffield S1 2AT
BANKERS	Barclays 121 Norfolk Row Sheffield S1 2JW

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

The Governors, who are also both Directors of the Charitable Company and Governors of the College, present their report and the audited financial statements of the charity for the year ended 31 August 2025. The Governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Landmarks Specialist College

Landmarks is a thriving, Independent Specialist College for people with learning difficulties and disabilities. Based in Eckington but operating across six sites throughout the East Midlands and South Yorkshire.

Landmarks continues to grow and go from strength to strength in supporting young adults to improve levels of independence, progress into a higher level learner or into employment, with sector leading outcomes for Employability.

For more information, please visit: www.landmarks.ac.uk

Why do Landmarks Make a Difference?

Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or day services. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

OUR VISION
"To be recognised nationally for transforming the lives of our learners".

OUR MISSION
"To deliver high-quality education and support that maximises life opportunities for our learners".

OUR VALUES

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

A Message from our Principal and CEO

At Landmarks Specialist College, our commitment to transforming the lives of our learners continues to shape our strategic direction, and this year has been one of strong progress and sustained growth across our provision in Nottinghamshire, Derbyshire, and South Yorkshire.

Our financial position strengthened further, enabling continued investment in the learner experience. Income and group performance increased year on year, reflecting growing demand, strong partnerships, and careful stewardship of resources.

We have also made strategic investments in our estate in Rotherham and Nottingham. These developments increase local access for learners and strengthen capacity in the communities we serve.

Learner outcomes remain a defining strength. This year, 96% of completers progressed to a positive destination aligned to their aspirations, with employment continuing to be a key pathway. Our specialist employment services, supported by employer partnerships across the region, continue to secure meaningful, sustained outcomes for learners.

I am equally proud of our continued investment in staff development. Staff engagement with CPD remains strong, and 96% of staff report they have the training needed to perform their role effectively, helping to ensure high-quality support and consistently strong learner outcomes.

As we move forward, our vision remains clear, to be nationally recognised for transforming the lives of our learners. Thank you to our learners, families, staff, governors, and partners for their ongoing support.

Larry Brocklesby
Principal & CEO

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

Financials at a glance

	Total Income 2024-25	Total Income 2023-24	Total Expenditure 2024-25	Total Expenditure 2023-24
Landmarks Specialist College Ltd	**£7,333,665** (+28.71%)	**£5,698,032**	**£6,659,550** (+17.84%)	**£5,651,174**
Landmarks Training Enterprises Ltd	**£216,681** (+5.25%)	**£205,870**	**£205,538** (+10.44%)	**£186,106**
Group Performance	**£7,550,346** (+27.90%)	**£5,903,092**	**£6,865,088** (+17.61%)	**£5,837,280**

Performance at a glance

	Year 2024-25	Year 2023-24	Difference
Total number of Learners on role	**247**	**210**	**+37**
Total number of SI Learners	**20**	**12**	**+8**
Number of SI Learners gaining paid employment	**14**	**9**	**+5**
Number of SI Learners gaining voluntary Employment	**3**	**1**	**+2**
SI Employability Paid Outcomes (%)	**70%**	**75%**	**-5%**
Total number of staff given CPD	**153**	**146**	**+7**
Total number of staff (avg)	**157**	**147**	**+10**

Media and other services

	Year 2024-25	Year 2023-24	Difference
Social Media Followers	4197	3659	14.7%
Website Total Page Views	137,242	114,065	20.3%
Unique website visitors	24,923	24,092	3.4%
Number of unique donors	162	125	29.6%

How did we progress towards our strategic objective "Maintain Financial Health"?

Increase Learner Numbers
Landmarks DFE (Department of Education) funded learner numbers increased from 139 to 176 between the academic years 23/24 and 24/25, a growth percentage of 26.6%, resulting in us receiving top-up funding from the DFE (Department of Education) for substantial in-year growth.

Our day service (Lifelong learners) numbers remained consistent with around 85 adults with SEND accessing our offer across all main sites.

Develop Business Opportunities
Landmarks has strengthened its partnerships with sector-leading employers this year, including becoming Greene King's partner of choice for recruiting and employing people with additional needs and disabilities across the region. We have also established partnerships with Marsdens and NHS Rotherham, securing intern placements and working with a range of small-to-medium local enterprises to create further opportunities.

As Landmarks continues to expand, we purchased a new building in Nottingham in May 2025, (Mapperley Park House) enabling us to grow and develop our Nottingham offer into the future, we aim to open this site for an increasing number of learners in September 2025.

Manage Finances Well
Landmarks achieved their first ever DFE (Department of Education) grading of 'Outstanding' for the management of College finances in 2021. This has been maintained since at each annual DFE (Department of Education) audit. We have strengthened our free reserves to a level that ensures the College remains financially secure, having over three months of reserves in the bank at year end. We also endeavour to stay within 10% of all budget lines throughout the year and explain any variances above this level to the Finance, Audit and Resources Committee and Board of Governors if necessary.

Investing in our people
Each year, we convene a Remuneration Committee, bringing together the full Board of Governors, the CEO, and the Senior Leadership Team to review staff pay and conditions. This ensures that, where affordable, employees at Landmarks receive competitive and sector-aligned rewards. For 2024/25, Landmarks implemented a tailored pay increase of 3.6% to 4.1% for all employees in response to cost-of-living pressures. Our continued investment in staff, supported by benchmarking and professional development, contributes to strong workforce engagement, reflected in a 92% staff satisfaction rating.

OBJECTIVES AND ACTIVITIES
Objectives and aims
The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

Principal activities
Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or improving individual levels of independence. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

In setting our objectives and planning our activities the Governors have given careful consideration to the Charity Commission's general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

Achievements and performance
Review of activities
Landmarks is an Independent Specialist College for adults who have a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to promote learners' life skills and academic achievements in the pursuit of greater independence, further study, or employment. The six sites, located across Nottinghamshire, Derbyshire and South Yorkshire provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings, employer premises and local facilities.

In 2024/25 the College had a total of 247 learners of which 71.26% (176) were Education and Skills Funding Agency (DFE) learners. The remaining learners (71) were funded through direct payments/social services contracts. Typically, DFE (Department of Education) funded learners transfer to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 to 60.

All learners are engaged in a combination of practical independence, employment, vocational, functional skills; maths, English or digital literacy (through both direct sessions and embedded application). Learners receive tuition in personal and social development, how to keep themselves safe online, at home and in their communities as well as having opportunity to study a variety of vocational subjects and qualifications, as well as access to a large range of work experience opportunities, which aim to enhance learners' employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Life in Modern Britain
- Animal Care
- Art & Digital Media
- Creative Media
- Music
- Performing Arts
- Horticulture & Land based studies
- Sport & Leisure
- Hospitality & Catering
- Duke of Edinburgh Awards; Bronze, Silver and Gold
- Work Experience
- Employability

The College is governed by a Board of Governors from different professions and business backgrounds.
The College places great significance on working collaboratively and in partnership with a range of other agencies including the DFE (Department of Education), Local Authorities, Social Services, the Targeted Support/Transitions Service, local Schools, multi-academy trusts, further education colleges, The National Association for Specialist Colleges (NATSPEC) and a range of employers, from small independent to national groups.

Range of facilities and resources, specifically for the use of people with disabilities.
The following are amongst the resources available:

- Working farm and land, with a range of livestock and horticultural curriculum activities that supply College and pub kitchens
- Working Public House, where learners prepare, cook, and serve food and drink to customers
- Catering kitchens and on-site Bistro
- Gardens and greenhouse
- Music and performing arts spaces
- Classrooms, 20+ dedicated classrooms/resources (including video and IT equipment, dedicated PCs, and network) across all sites.

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

OBJECTIVES AND ACTIVITIES

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Music room, Bistro, 8 classrooms and outdoor space.

Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continues to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operates their Hospitality and Catering curriculum from September 2016, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.

The Archer enterprise aims to:

- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence, and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

Wayfinder Specialist Employment Services has also established a base at Nottingham House, Rotherham and Eckington High Street, to bolster the presence of their employer support and placement activities so very crucial to the success of the Supported Internship aspect of the Employability Pathway.

Mapperley Park House is our new Nottingham site, providing a dedicated base for delivering our study programme pathways and mirroring the offer available at Littlemoor House and Enterprise House. The site enables learners to develop essential life skills within their local community while working towards vocationally relevant qualifications. Learners also access volunteering, work experience, and local employer opportunities, with some progressing into supported internships that can lead to sustained employment after college.

Access to their local area has the greatest impact on improving confidence and community participation. The new site includes an Art Studio, Media Suite, IT Studio, Music Room, Bistro, and six classrooms.

Enterprise House is our Rotherham site, offering a welcoming and accessible environment where learners can build employability skills and develop greater independence. Being located within the town centre allows learners to practise key life skills in real settings, supporting stronger links with their local community and improving confidence when travelling, socialising, and accessing services. The site is well equipped with specialist facilities, including an Art Studio, Media Suite, IT Studio, Music Room, Bistro, and six classrooms.

Learners following the Employability Pathway were able to access over 40 employer premises in which to either complete work placements or Internships. As a result, many learners progressed into paid employment across several disciplines, chief amongst them being Hospitality and Catering thanks to the established partnership the College has with Greene King pub company.

Such is the College's commitment to its Vision and Mission that it tracks ex-learners and offers support to secure employment should anything happen with their initial employment outcome. In 2024-25 the College continued successful works in supporting learners to secure paid employment as part of their Aftercare After College offer.

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

OBJECTIVES AND ACTIVITIES

Learners following the College's Life Skills Pathway accessed a variety of academic, vocational and social subjects aimed at improving an individual learner's level of independence, social communication and aspirations for their future, whether that is to access their local community with confidence, progress onto further study at a local mainstream College or secure employment, or occupation, paid or otherwise. The aim being that learners from this pathway or supported to develop life skills that can lead to productive adult lives where they can be active members of their local community.

Outcomes for learners are impressive, with leavers on the Employability Pathway achieving the highest rate of paid employment since the pathway began. So too were the impressive outcomes of those leavers following the Life Skills Pathway. Many leavers were supported to achieve dual destinations, meaning if work was only part time, they were supported to establish a further activity that together, made for a week with a desired amount of activity for the individual.

College leaders are confident that the quality of education, outcomes, personal and social development as well as leadership and management are at least Good overall, with some emerging Outstanding traits which should be realised in short order.

Quality improvement priorities 2024-25 (Quality Improvement Plan 25-26)

- Improve functional skills qualification achievement, particularly maths and digital, and reduce the achievement gap with English
- Strengthen parent and carer engagement by simplifying the survey approach and increasing response rates and participation
- Improve monitoring of learner progress and support needs through a more robust data driven approach so issues are identified early and provision is adapted

Management of the associated risks

Throughout 2024/25, the Finance, Audit and Resources Committee strengthened the way we identify, assess and mitigate risk. Risk was built more consistently into governance reporting, including standard inclusion within the Principal's report and regular review at each Finance, Audit and Resources Committee meeting. This was complemented by further development of the risk register, including risk monetisation, so it more accurately reflects the college's current risk profile and informs timely, proportionate actions.

Going Concern

Governors have reviewed the charity's projected financial performance over the next 12 months and are satisfied that there are no material uncertainties that would cast significant doubt on the charity's ability to continue as a going concern. This conclusion is supported by financial forecasting and scenario modelling, including consideration of the most likely operating assumptions.

The charity is therefore confident it will be able to meet its financial commitments throughout 2025/26 and beyond, subject to the continuation of funding for learner placements through the Department for Education and Local Authorities.

Staff Satisfaction

In our recent staff satisfaction survey (24/25), Landmarks boasts some strong results:

- 92% of staff describe Landmarks as a good or outstanding place to work.
- Safeguarding culture is exceptionally strong, with 99% awareness of procedures and signs of abuse.
- Strategic direction is clear, with 98% of staff understanding the college's vision and priorities.
- Organisational communication is strong, with 98% satisfied with information about college performance.
- Training is highly effective, with 96% saying it enables them to do their role well.

OBJECTIVES AND ACTIVITIES

- Career development opportunities remain strong, with 90% positive feedback.
- Managers are seen as highly approachable and supportive, with 95% positive ratings.
- A strong culture of continuous improvement is evident, with 98% agreement.
- Staff report a strong sense of purpose and contribution to the college's success.

Reserves Policy

We have determined our free reserves levels should be targeted at 1-3 months total expenditure
This calculation has been made based on benchmarking ourselves with other similar sized charitable organisations.

Reserves

The Charity Commission's CC19 guidance states: "There is no single level or even a range of reserves that is right for all charities. Any target set by governors for the level of reserves to be held should reflect the circumstances of the individual charity. To do this, governors need to know why the charity should hold reserves and, having identified those needs, the governors should consider how much should be held to meet them."

This policy sets out our free reserves, which are defined as unrestricted funds excluding fixed assets and defined benefit pensions. These free reserves include short-term investment balances, cash, and other working capital balances.

As part of effective financial management, we hold reserves to ensure we can manage:

- **Financial impact of risk.** There are a range of risks we face, including the risk of an unforeseen drop in income or unbudgeted increases in expenditure.
- **Working capital.** A significant proportion of our reserves are represented by non-cash assets and liabilities, such as accrued legacy income, other debtors, and stock. These reserves are not readily available.

A detailed review of the financial risks we face is monitored on an ongoing basis, and our assessments on the possible financial impact of those risks have been incorporated into the reserves range we have calculated.

Long-term commitments

There is no current requirement to make allowance within the reserves range for future plans and commitments.
Although we have long-term financial commitments with our staff and leasehold properties, these commitments will be funded exclusively through future cash inflows. Future expenditure will be set in line with future income, and therefore specific long-term funds have not been set aside within reserves.

Target range for reserves

The target range is set at 1-3 months expenditure - roughly equating to c£1,590,000 in 2024-25. The Board of Governors consider that this target range provides sufficient flexibility in the context of operational requirements, and for an organisation of our size and complexity.

Responsibilities

The Board of Governors are responsible for ensuring that we manage our resources responsibly, and that we act in the best interests of the organisation and the people we serve. The Board has responsibility for approving and monitoring the implementation of this policy.

- The CEO and Chair of Governors are responsible for monitoring and supervision of the current and future financial situation and associated risks to the organisation. The committee has responsibility for reviewing this policy and making recommendation for approval to the Board.
- The CEO is responsible for providing clear and focused leadership of the organisation, and to ensure our financial stability.
- The CEO is the policy owner and is responsible for managing our reserves level within the policy range, ensuring this policy is reviewed in line with corporate requirements with assistance from the Finance Lead.

Laws and regulations
As a registered charity, we are required to meet relevant legal and regulatory requirements.

This policy sets out the framework we have in place to confirm the level of reserves we have determined is appropriate for our organisation and draws upon guidance such as the Charity Commission's CC19.

Investment Policy
Landmarks receive income on an annual basis, for learners within year from Councils, and on a lagged basis from the government. We plan effectively based on application approval success of previous years and forecast learner numbers based on each stage of the process. We allow ourselves to maintain a prudent level of free reserves, to cover any unexpected or unexpected drop in learner numbers to cover risks associated. Landmarks board of Governors have always felt that investment for the longer term is not something that is necessary. The investment Landmarks make is in the provision expansion and improvements and not for short term financial gains. Our policy is therefore to review our bank accounts to ensure we get the best interest rates possible at the time for our funds, this is reviewed annually by the Finance Committee.

Landmarks Board of Governors considers it is not necessary for Landmarks to create an ethical investment policy in the near future.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Governing document
The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Charity constitution
The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014, 21 September 2016 and 24 April 2021, registered charity number 1047557.

The principle object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

Recruitment and appointment of new Governors
The management of the company is the responsibility of the Governors who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Governors are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a Governor, they are invited to meet the Principal and are given a tour of the college.

If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next Governor meeting and meet with the Chair of Governors on a 1:1 basis. If both parties are in agreement, Governors are asked to consider the application and vote on membership.

Each year Governors receive training pertinent to the college, covering areas of:
- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

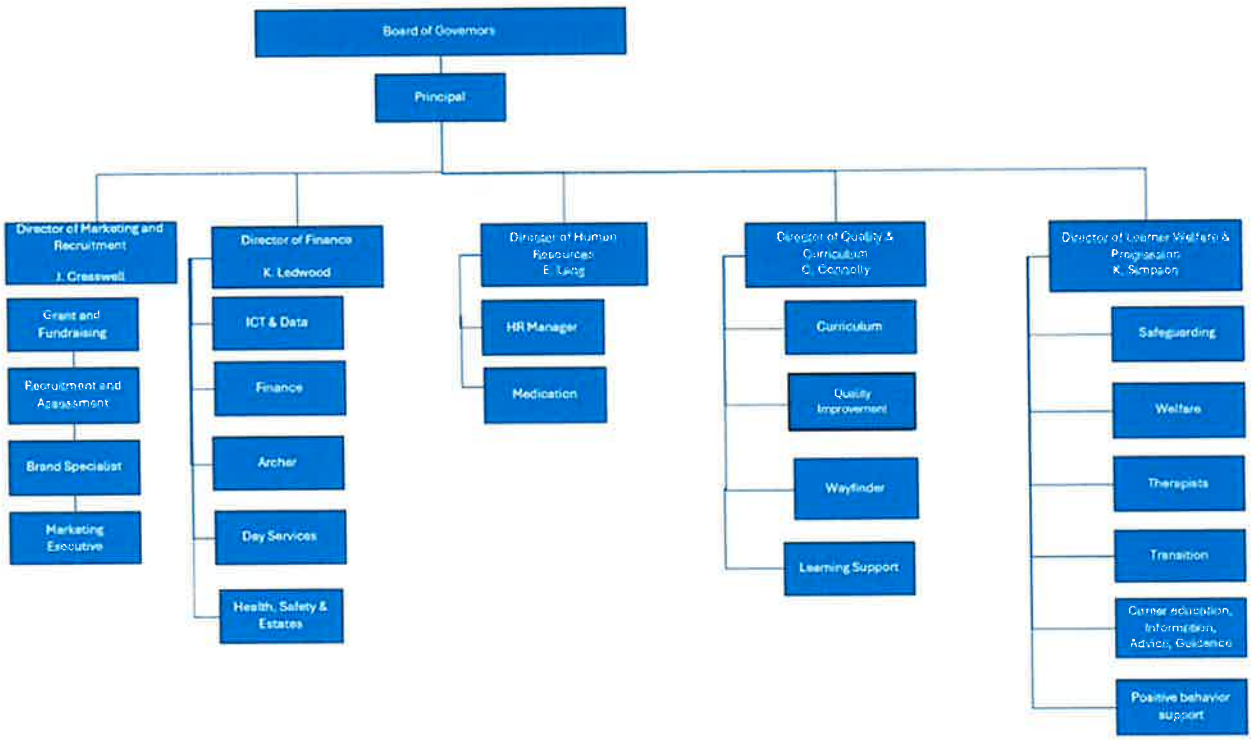
Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

Landmarks structure

Landmarks is governed by a Board of voluntary Governors, none of whom are paid by Landmarks, and any conflicts of interest are declared within the accounts. The board of governors do not have control of the day-to-day operational duties of Landmarks Specialist College but are heavily involved in an advisory capacity at meetings, and each lead a subcommittee meaning that they are very aware of the activities taking place. The following organogram shows the employment structure of Landmarks, with the Principal reporting directly to, and held accountable by, the board of governors.

Landmarks Leadership Structure



Remuneration

Landmarks host an internal Remuneration Committee annually in December of each year. We are committed, as part of our strategic priority "managing finances responsibly" to invest in our staff team, which ensure we attract best in class staff to support our learners. It also allows internal development of staff, so that we can promote from within the organisation, and develop a strong management structure that know the charitable objectives, and what we are trying to achieve.

In accordance with the Statement of Recommended Practice (SORP) Landmarks Accounts disclose:
- All pay to Governors (No pay is received outside of expenses)
- The number of staff in receipt of more than £60,000 per annum (in bands of £10,000)
- The annual remuneration decision for the staff pay decision.

The remuneration Committee consists of the Chair of Governors, the entire governor cohort, the CEO, and FD. The board make the decision, based on benchmarking activities and inflation presentations provided by the operational team. The staff team mentioned are not involved in the decision process and are only presenting facts and figures surrounding affordability of all options.

Statement of Purpose

- To consider, approve and report to the Board of Governors on decisions regarding the remuneration package, terms, and conditions (including the annual reviews of such) and, where appropriate, severance payments of the:
- College Employees
- College Principal and Chief Executive
- College Executive Team

Role and Remit

In relation to its purpose (above), the Committee will consider:
- That senior management should be fairly rewarded for their individual performance and contribution to the College's overall performance.
- Where, in terms of remuneration, the College stands in relation to other comparable institutions in the sector.
- To oversee and approve policy and decision-making in relation to cost of living reviews.
- The relationship between gender and remuneration and the narrowing of gaps.
- The adequacy of pension arrangements and the cost implication of pension arrangement, including the pension effect of remuneration proposals.
- To consider and respond to any appeals made by senior executives in relation to Purpose above.
- To undertake other relevant duties as determined by the Board of Governors.

For the 2024/25 financial year, Landmarks agreed a tapered 3.6%-4.1% pay increase for all staff. One member of staff earned more than £60,000 per annum and that was the College CEO.

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2025

STATEMENT OF GOVERNORS' RESPONSIBILITIES

The Governors (who are also the directors of Landmarks Specialist College for the purposes of company law) are responsible for preparing the Report of the Governors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Governors to prepare financial statements for each financial year. Under that law, the Governors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the Governors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Governors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Governors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Governors 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.

AUDITORS

The auditors, SMH Group Audit, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of Governors on 13-05-2026 and signed on its behalf by:

P F Battiste - Governor

Report of the Independent Auditors to the Members of Landmarks Specialist College

Opinion

We have audited the financial statements of Landmarks Specialist College (the 'charitable company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Governors' 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 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 Governors with respect to going concern are described in the relevant sections of this report.

Other information

The Governors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Governors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Governors has been prepared in accordance with applicable legal requirements.

Report of the Independent Auditors to the Members of Landmarks Specialist College

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Governors.

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

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

Responsibilities of Governors

As explained more fully in the Statement of Governors' Responsibilities, the Governors (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 Governors 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 Governors are responsible for assessing the 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 Governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

Our assessment of the susceptibility to material misstatement, whether by fraud or error, is made in a risk based approach.

In this approach, laws and regulations applicable to the entity, such as the Companies Act 2006, United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102, Charities SORP, employment law, and Health and Safety law is considered. The policies and controls the entity has in place to comply with these laws are reviewed, by discussion, reviews of correspondence and registrations monitored by external bodies. The engagement team remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Policies and controls relating to the risk of material misstatement as a result of fraud, management override of controls, and revenue recognitions are also considered. These are assessed by obtaining an understanding of the charity's operations and control environment. The policies and controls have been reviewed by discussion, review and sample testing of accounting entries, including journals, challenging assumptions and judgements, reviewing and evaluating related parties transactions, and wider background searches. Testing of income recognition, going concern and fund accounting is also completed.

We have ensured that the engagement team have appropriate levels of competence and experience to effectively monitor these risks and carry out work relevant to our assessment of each risk, including consideration of the sector the charity operates in and its size and complexity.

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. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of Landmarks Specialist College

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

James Salim FCCA
for and on behalf of SMH Group Audit
Statutory Auditors
5 Westbrook Court
Sharrow Vale Road
Sheffield
South Yorkshire
S11 8YZ

Date: .....15/05/2026.....

Landmarks Specialist College

Consolidated Statement of Financial Activities for the Year Ended 31 August 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**3,377**	-	**3,377**	3,123
Charitable activities	5				
Charitable activities		**7,318,085**	-	**7,318,085**	5,686,741
Other trading activities	3	**216,681**	-	**216,681**	206,611
Investment income	4	**4,617**	-	**4,617**	4,844
Other income		**7,586**	-	**7,586**	1,773
Total		**7,550,346**	-	**7,550,346**	5,903,092
EXPENDITURE ON					
Raising funds	6	**205,538**	-	**205,538**	186,106
Charitable activities	7				
Charitable activities		**6,652,701**	**6,849**	**6,659,550**	5,651,174
Total		**6,858,239**	**6,849**	**6,865,088**	5,837,280
NET INCOME/(EXPENDITURE)		**692,107**	**(6,849)**	**685,258**	65,812
RECONCILIATION OF FUNDS					
Total funds brought forward		**1,899,857**	**23,540**	**1,923,397**	1,857,585
TOTAL FUNDS CARRIED FORWARD		**2,591,964**	**16,691**	**2,608,655**	1,923,397

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Financial Position
31 August 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	14	**2,335,947**	**16,691**	**2,352,638**	1,476,550
Investments	15	-	-	-	-
		2,335,947	**16,691**	**2,352,638**	1,476,550
CURRENT ASSETS					
Stocks	16	**20,940**	-	**20,940**	23,439
Debtors	17	**317,660**	-	**317,660**	243,442
Cash at bank and in hand		**1,633,211**	-	**1,633,211**	1,175,624
		1,971,811	-	**1,971,811**	1,442,505
CREDITORS					
Amounts falling due within one year	18	**(447,671)**	-	**(447,671)**	(170,807)
NET CURRENT ASSETS		**1,524,140**	-	**1,524,140**	1,271,698
TOTAL ASSETS LESS CURRENT LIABILITIES		**3,860,087**	**16,691**	**3,876,778**	2,748,248
CREDITORS					
Amounts falling due after more than one year	19	**(1,268,123)**	-	**(1,268,123)**	(824,851)
NET ASSETS		**2,591,964**	**16,691**	**2,608,655**	1,923,397
FUNDS	22				
Unrestricted funds				**2,591,964**	1,899,857
Restricted funds				**16,691**	23,540
TOTAL FUNDS				**2,608,655**	1,923,397

The financial statements were approved by the Board of Governors and authorised for issue on 13-05-2026 and were signed on its behalf by:

P Battiste

P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Charitable Company Statement of Financial Position
31 August 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
FIXED ASSETS					
Tangible assets	14	**2,335,655**	**16,691**	**2,352,346**	1,476,427
Investments	15	**1**	-	**1**	1
		2,335,656	**16,691**	**2,352,347**	1,476,428
CURRENT ASSETS					
Stocks	16	**12,305**	-	**12,305**	15,201
Debtors	17	**343,502**	-	**343,502**	255,009
Cash at bank and in hand		**1,593,481**	-	**1,593,481**	1,141,310
		1,949,288	-	**1,949,288**	1,411,520
CREDITORS					
Amounts falling due within one year	18	**(434,059)**	-	**(434,059)**	(158,395)
NET CURRENT ASSETS		**1,515,229**	-	**1,515,229**	1,253,125
TOTAL ASSETS LESS CURRENT LIABILITIES		**3,850,885**	**16,691**	**3,867,576**	2,729,553
CREDITORS					
Amounts falling due after more than one year	19	**(1,268,123)**	-	**(1,268,123)**	(824,851)
NET ASSETS		**2,582,762**	**16,691**	**2,599,453**	1,904,702
FUNDS	22				
Unrestricted funds				**2,582,762**	1,881,162
Restricted funds				**16,691**	23,540
TOTAL FUNDS				**2,599,453**	1,904,702

The financial statements were approved by the Board of Governors and authorised for issue on 13-05-2026 and were signed on its behalf by:

PB Battiste

P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Cash Flows for the Year Ended 31 August 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	**1,173,639**	122,971
Interest paid		**66,867**	66,385
Net cash provided by operating activities		**1,240,506**	189,356
Cash flows from investing activities			
Purchase of tangible fixed assets		**(1,230,808)**	(257,948)
Interest received		**4,617**	4,844
Net cash used in investing activities		**(1,226,191)**	(253,104)
Cash flows from financing activities			
New loans in year		**486,500**	-
Loan repayments in year		**(43,228)**	(19,239)
Bank overdraft movement		**(240)**	-
Net cash provided by/(used in) financing activities		**443,032**	(19,239)
Change in cash and cash equivalents in the reporting period		**457,347**	(82,987)
Cash and cash equivalents at the beginning of the reporting period	2	**1,174,623**	1,257,610
Cash and cash equivalents at the end of the reporting period	2	**1,631,970**	1,174,623

The notes form part of these financial statements

Landmarks Specialist College

Notes to the Consolidated Statement of Cash Flows for the Year Ended 31 August 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**685,258**	65,812
Adjustments for:		
Depreciation charges	**354,720**	257,573
Interest received	**(4,617)**	(4,844)
Interest paid	**(66,867)**	(66,385)
Decrease/(increase) in stocks	**2,499**	(1,660)
Increase in debtors	**(74,218)**	(86,101)
Increase/(decrease) in creditors	**276,864**	(41,424)
Net cash provided by operations	**1,173,639**	122,971

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	£	£
Cash in hand	**1,090**	1,106
Notice deposits (less than 3 months)	**1,632,121**	1,174,518
Overdrafts included in bank loans and overdrafts falling due within one year	**(1,241)**	(1,001)
Total cash and cash equivalents	**1,631,970**	1,174,623

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/9/24	Cash flow	At 31/8/25
	£	£	£
Net cash			
Cash at bank and in hand	**1,175,624**	**457,587**	**1,633,211**
Bank overdraft	**(1,001)**	**(240)**	**(1,241)**
	1,174,623	**457,347**	**1,631,970**
Debt			
Debts falling due within 1 year	**(20,829)**	**(17,683)**	**(38,512)**
Debts falling due after 1 year	**(824,851)**	**(443,272)**	**(1,268,123)**
	(845,680)	**(460,955)**	**(1,306,635)**
Total	**328,943**	**(3,608)**	**325,335**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 10% on cost and 2% on cost
Short leasehold	- Straight line over the remaining period
Fixtures and fittings	- 20% on cost
Motor vehicles	- 25% on cost

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The company is considered to pass the test set out in Sch. 6, para. 1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for the UK corporation tax purposes. Accordingly, the company is potentially exempt from the taxation in respect of income or capital gains received within categories covered in Pt. 11 CH. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Governors.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

continued...

1. **ACCOUNTING POLICIES - continued**

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective method.

Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

Going concern

The financial statements have been prepared on a going concern basis as the Governors believe that no material uncertainties exist. The Governors have considered the level of funds held and the expected level of the income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

Critical accounting estimates and areas of judgement

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

continued...

1. ACCOUNTING POLICIES - continued

Liabilities and provisions
Critical accounting estimates and assumptions:
The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Basis of consolidation
The financial statements consolidate the accounts of Landmarks Specialist College and its subsidiary undertaking, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	**2025 Total funds**	2024 Total funds
	£	£	£	£
Donations	**3,377**	-	**3,377**	3,123

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	**2025 Total funds**	2024 Total funds
	£	£	£	£
Fundraising events	-	-	-	741
Archer Pub income	**216,681**	-	**216,681**	205,870
	216,681	-	**216,681**	206,611

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	**2025 Total funds**	2024 Total funds
	£	£	£	£
Deposit account interest	**4,617**	-	**4,617**	4,844

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2025 £	2024 £
Income received for Education services	Charitable activities	**7,218,084**	5,653,969
Grants	Charitable activities	**100,001**	32,772
		7,318,085	5,686,741

Grants received, included in the above, are as follows:

	2025 £	2024 £
Capital grants	**100,001**	32,772

6. RAISING FUNDS

Other trading activities

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Trading costs	**132,606**	-	**132,606**	117,380
Trading activities - other costs	**72,932**	-	**72,932**	68,726
	205,538	-	**205,538**	186,106

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Charitable activities	**6,645,750**	**13,800**	**6,659,550**

continued...

8. SUPPORT COSTS

	Governance costs
	£
Charitable activities	**13,800**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	**354,720**	257,573

10. AUDITORS' REMUNERATION

	2025	2024
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	**13,800**	12,900

11. GOVERNORS' REMUNERATION AND BENEFITS

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

Governors' expenses

During the year, expenses were made to one Governors for general expenses totalling £267 (2024 - £251).

12. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	**3,906,369**	3,393,231
Social security costs	**397,976**	288,932
Other pension costs	**217,119**	197,012
	4,521,464	3,879,175

The average monthly number of employees during the year was as follows:

	2025	2024
Total	**157**	147

continued...

12. STAFF COSTS - continued

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

	2025	2024
£90,001 - £100,000	-	1
£100,001 - £110,000	1	-
	1	1

Key management personnel remuneration for the year including Employers' NI and Pension totalled £455,497 (2024: £373,051). The Governors consider key management personnel to be the senior leadership team.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	3,123	-	3,123
Charitable activities			
Charitable activities	5,671,741	15,000	5,686,741
Other trading activities	206,611	-	206,611
Investment income	4,844	-	4,844
Other income	1,773	-	1,773
Total	5,888,092	15,000	5,903,092
EXPENDITURE ON			
Raising funds	186,106	-	186,106
Charitable activities			
Charitable activities	5,647,659	3,515	5,651,174
Total	5,833,765	3,515	5,837,280
NET INCOME	54,327	11,485	65,812
RECONCILIATION OF FUNDS			
Total funds brought forward	1,845,530	12,055	1,857,585
TOTAL FUNDS CARRIED FORWARD	1,899,857	23,540	1,923,397

continued...

14. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2024	**1,436,121**	**25,161**	**1,061,464**	**172,124**	**2,694,870**
Additions	**698,973**	**-**	**531,835**	**-**	**1,230,808**
At 31 August 2025	**2,135,094**	**25,161**	**1,593,299**	**172,124**	**3,925,678**
DEPRECIATION					
At 1 September 2024	**442,035**	**9,455**	**688,054**	**78,776**	**1,218,320**
Charge for the year	**138,862**	**2,468**	**186,121**	**27,269**	**354,720**
At 31 August 2025	**580,897**	**11,923**	**874,175**	**106,045**	**1,573,040**
NET BOOK VALUE					
At 31 August 2025	**1,554,197**	**13,238**	**719,124**	**66,079**	**2,352,638**
At 31 August 2024	994,086	15,706	373,410	93,348	1,476,550

The freehold property is secured against the bank loans of the charity.

Charity

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2024	**1,436,121**	**25,161**	**1,056,383**	**172,124**	**2,689,789**
Additions	**698,973**	**-**	**531,211**	**-**	**1,230,184**
At 31 August 2025	**2,135,094**	**25,161**	**1,587,594**	**172,124**	**3,919,973**
DEPRECIATION					
At 1 September 2024	**442,035**	**9,455**	**683,096**	**78,776**	**1,213,362**
Charge for the year	**138,862**	**2,468**	**185,666**	**27,269**	**354,265**
At 31 August 2025	**580,897**	**11,923**	**868,762**	**106,045**	**1,567,627**
NET BOOK VALUE					
At 31 August 2025	**1,554,197**	**13,238**	**718,832**	**66,079**	**2,352,346**
At 31 August 2024	994,086	15,706	373,287	93,348	1,476,427

continued...

15. FIXED ASSET INVESTMENTS

	2025	2024
	£	£
Landmarks Training Enterprises Limited	1	1

The following was a subsidiary undertaking of the charitable company:

	Company number	Class of shares	Holding
Landmarks Training Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income	Expenditure	Profit for the year	Net assets
	£	£	£	£
Landmarks Training Enterprises Limited	216,681	(205,538)	11,143	9,406

16. STOCKS

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Bar and food stock	8,635	8,238	-	-
Farm stock	12,305	15,201	12,305	15,201
	20,940	23,439	12,305	15,201

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025	Group 2024	Charity 2025	Charity 2024
	£	£	£	£
Trade debtors	101,998	69,519	101,998	69,519
Amounts owed by group undertakings	-	-	28,379	13,119
Other debtors	14,475	11,938	11,938	11,938
VAT	35,653	-	35,653	-
Prepayments and accrued income	165,534	161,985	165,534	160,433
	317,660	243,442	343,502	255,009

continued...

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank loans and overdrafts (see note 20)	**39,753**	21,830	**39,753**	21,830
Trade creditors	**86,093**	25,502	**83,274**	22,958
Taxation and social security	**9,543**	8,617	**-**	-
Other creditors	**148,227**	72,554	**148,227**	72,554
Accruals and deferred income	**164,055**	42,304	**162,805**	41,053
	447,671	170,807	**434,059**	158,395

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £	2024 £
Bank loans (see note 20)	**1,268,123**	824,851

20. LOANS

An analysis of the maturity of loans is given below:

	2025 £	2024 £
Amounts falling due within one year on demand:		
Bank overdrafts	**1,241**	1,001
Bank loans	**38,512**	20,829
	39,753	21,830
Amounts falling between one and two years:		
Bank loans - 1-2 years	**41,492**	22,501
Amounts falling due between two and five years:		
Bank loans - 2-5 years	**194,428**	109,588
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	**1,032,203**	692,762

Loans were taken out during the prior period to fund the acquisition of Enterprise House, Littlemoor House and Apperknowle Farm and the loans are secured against the properties.

continued...

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025	2024
	£	£
Within one year	21,602	40,055
Between one and five years	7,382	17,224
	28,984	57,279

Lease payments recognised as an expense during the year totalled £102,917 (2024: £100,066).

22. MOVEMENT IN FUNDS

	At 1/9/24	Net movement in funds	At 31/8/25
	£	£	£
Unrestricted funds			
General fund	1,880,959	701,600	2,582,559
Subsidiary Company Reserves	18,898	(9,493)	9,405
	1,899,857	692,107	2,591,964
Restricted funds			
Savoy Kitchen Equipment Grant	9,165	(3,092)	6,073
Percy Bilton	5,750	(1,500)	4,250
Beatrice Laing Trust	3,833	(1,007)	2,826
Bernard Sunley	4,792	(1,250)	3,542
	23,540	(6,849)	16,691
TOTAL FUNDS	1,923,397	685,258	2,608,655

continued...

22. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**7,354,301**	**(6,652,701)**	**701,600**
Subsidiary Company Reserves	**196,045**	**(205,538)**	**(9,493)**
	7,550,346	**(6,858,239)**	**692,107**
Restricted funds			
Savoy Kitchen Equipment Grant	-	**(3,092)**	**(3,092)**
Percy Bilton	-	**(1,500)**	**(1,500)**
Beatrice Laing Trust	-	**(1,007)**	**(1,007)**
Bernard Sunley	-	**(1,250)**	**(1,250)**
	-	**(6,849)**	**(6,849)**
TOTAL FUNDS	**7,550,346**	**(6,865,088)**	**685,258**

Comparatives for movement in funds

	At 1/9/23 £	Net movement in funds £	At 31/8/24 £
Unrestricted funds			
General fund	1,835,268	45,691	1,880,959
Subsidiary Company Reserves	10,262	8,636	18,898
	1,845,530	54,327	1,899,857
Restricted funds			
Savoy Kitchen Equipment Grant	12,055	(2,890)	9,165
Percy Bilton	-	5,750	5,750
Beatrice Laing Trust	-	3,833	3,833
Bernard Sunley	-	4,792	4,792
	12,055	11,485	23,540
TOTAL FUNDS	1,857,585	65,812	1,923,397

continued...

22. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,693,350	(5,647,659)	45,691
Subsidiary Company Reserves	194,742	(186,106)	8,636
	5,888,092	(5,833,765)	54,327
Restricted funds			
Savoy Kitchen Equipment Grant	-	(2,890)	(2,890)
Percy Bilton	6,000	(250)	5,750
Beatrice Laing Trust	4,000	(167)	3,833
Bernard Sunley	5,000	(208)	4,792
	15,000	(3,515)	11,485
TOTAL FUNDS	5,903,092	(5,837,280)	65,812

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/23 £	Net movement in funds £	At 31/8/25 £
Unrestricted funds			
General fund	1,835,268	747,291	2,582,559
Subsidiary Company Reserves	10,262	(857)	9,405
	1,845,530	746,434	2,591,964
Restricted funds			
Savoy Kitchen Equipment Grant	12,055	(5,982)	6,073
Percy Bilton	-	4,250	4,250
Beatrice Laing Trust	-	2,826	2,826
Bernard Sunley	-	3,542	3,542
	12,055	4,636	16,691
TOTAL FUNDS	1,857,585	751,070	2,608,655

continued...

22. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	13,047,651	(12,300,360)	747,291
Subsidiary Company Reserves	390,787	(391,644)	(857)
	13,438,438	(12,692,004)	746,434
Restricted funds			
Savoy Kitchen Equipment Grant	-	(5,982)	(5,982)
Percy Bilton	6,000	(1,750)	4,250
Beatrice Laing Trust	4,000	(1,174)	2,826
Bernard Sunley	5,000	(1,458)	3,542
	15,000	(10,364)	4,636
TOTAL FUNDS	13,453,438	(12,702,368)	751,070

Savoy Kitchen Equipment grant
Grant received to fund the purchase of kitchen equipment for Phoenix House.

Percy Bilton
Grant received to fund the purchase of a new van for the college.

Beatrice Laing Trust
Grant received to fund the purchase of a new van for the college.

Bernard Sunley
Grant received to fund the purchase of a new van for the college.

23. RELATED PARTY DISCLOSURES

The charitable company owns 100% of its subsidiary Landmarks Training Enterprises Limited. During the year, expenditure was recharged of £66,545 to the subsidiary company (2024: £24,969) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £28,379 (2024: £13,120) are included within debtors owed to the parent company.

No amounts were written off during the period, and no amount was outstanding at the year end.

Landmarks Specialist College

Detailed Statement of Financial Activities for the Year Ended 31 August 2025

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS				
Donations and legacies				
Donations	**3,377**	-	**3,377**	3,123
Other trading activities				
Fundraising events	-	-	-	741
Archer Pub income	**216,681**	-	**216,681**	205,870
	216,681	-	**216,681**	206,611
Investment income				
Deposit account interest	**4,617**	-	**4,617**	4,844
Charitable activities				
Income received for education services	**7,218,084**	-	**7,218,084**	5,653,969
Grants	**100,001**	-	**100,001**	32,772
	7,318,085	-	**7,318,085**	5,686,741
Other income				
Other income	**7,586**	-	**7,586**	1,773
Total incoming resources	**7,550,346**	-	**7,550,346**	5,903,092
EXPENDITURE				
Other trading activities				
Trading costs	**132,606**	-	**132,606**	117,380
Trading activities - other costs	**72,932**	-	**72,932**	68,726
	205,538	-	**205,538**	186,106
Charitable activities				
Wages	**3,906,369**	-	**3,906,369**	3,393,231
Social security	**397,976**	-	**397,976**	288,932
Pensions	**217,119**	-	**217,119**	197,012
Rent and rates	**77,386**	-	**77,386**	139,586
Insurance	**77,182**	-	**77,182**	57,501
Light and heat	**108,791**	-	**108,791**	56,436
Carried forward	**4,784,823**	-	**4,784,823**	4,132,698

Landmarks Specialist College

Detailed Statement of Financial Activities for the Year Ended 31 August 2025

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Charitable activities				
Brought forward	**4,784,823**	-	**4,784,823**	4,132,698
Telephone	**54,920**	-	**54,920**	48,848
Postage and stationery	**96,329**	-	**96,329**	83,909
Advertising	**54,830**	-	**54,830**	58,208
Sundries	**35,477**	-	**35,477**	45,684
Beneficiary costs	**305,103**	-	**305,103**	288,896
Repairs and renewals	**339,245**	-	**339,245**	133,296
Mini bus and car expenses	**63,992**	-	**63,992**	63,724
Travel and subsistence	**96,342**	-	**96,342**	71,461
Staff recruitment	**65,085**	-	**65,085**	65,576
Cleaning	**61,887**	-	**61,887**	54,042
Staff training	**87,658**	-	**87,658**	59,613
Legal and professional	**72,041**	-	**72,041**	76,524
Speech and language contract	**86,912**	-	**86,912**	105,519
Teaching and support costs	**10,866**	-	**10,866**	25,538
Bank charges	**12,524**	-	**12,524**	909
Bank loan interest	**66,867**	-	**66,867**	66,256
Freehold property	**138,862**	-	**138,862**	96,779
Short leasehold	**2,466**	-	**2,466**	1,276
Fixtures and fittings	**174,779**	**3,092**	**177,871**	135,035
Motor vehicles	**27,893**	**3,757**	**31,650**	24,483
	6,638,901	**6,849**	**6,645,750**	5,638,274
Support costs				
Governance costs				
Auditors' remuneration	**13,800**	-	**13,800**	12,900
Total resources expended	**6,858,239**	**6,849**	**6,865,088**	5,837,280
Net income	**692,107**	**(6,849)**	**685,258**	65,812

Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

REGISTERED COMPANY NUMBER: 03039522 (England and Wales)
REGISTERED CHARITY NUMBER: 1047557

Report of the Governors and

Consolidated Financial Statements for the Year Ended 31 August 2024

for

Landmarks Specialist College

Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

Landmarks Specialist College

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Landmarks Specialist College

Reference and Administrative Details
for the Year Ended 31 August 2024

GOVERNORS	P F Battiste Ms C O'Neill (resigned 12/1/2024) A E Scott C C Pickup M J Hilton Ms F Featherstone
COMPANY SECRETARY	L T Brocklesby
REGISTERED OFFICE	Littlemoor House Littlemoor Eckington Sheffield S21 4EF
REGISTERED COMPANY NUMBER	03039522 (England and Wales)
REGISTERED CHARITY NUMBER	1047557
AUDITORS	Sutton McGrath Hartley 5 Westbrook Court Sharrowvale Road Sheffield South Yorkshire S11 8YZ
SOLICITORS	Knights 14 Commercial St Sheffield S1 2AT
BANKERS	Barclays 121 Norfolk Row Sheffield S1 2JW

Landmarks Specialist College

Principal's Report
for the Year Ended 31 August 2024

A Message from our Principal and CEO

At Landmarks Specialist College, our commitment to transforming the lives of our learners continues to shape our strategic direction, and this year has been one of significant progress and financial growth. As we expand our impact across Nottinghamshire, Derbyshire, and South Yorkshire, we remain focused on ensuring that every learner has access to high-quality education, support, and real-world training and development opportunities.

This year, our financial growth has been stronger than ever, allowing us to expand our curriculum, invest in our staff, and enhance our learning environments. Our total income increased by 17.87%, reaching £5.7 million, while our group performance grew by 17.61%. This increase reflects our growing learner numbers, strengthened partnerships, and commitment to financial sustainability. Notably, our training enterprises also saw an 10.73% increase in income, reinforcing the success of our commercial and work-based learning models.

Alongside this, we have made strategic investments to secure the future of our provision. The acquisition of Enterprise House in Rotherham represents a significant milestone, providing an accessible, high-quality learning space that will serve more learners within their local community. We have also continued to develop our specialist employment services, securing new partnerships with major employers such as Greene King and NHS Rotherham, ensuring even more of our learner's progress into sustained, meaningful employment.

I am particularly proud of our unwavering commitment to staff development. Recognising the dedication and expertise of our team, we introduced a sector-leading 8% pay award for all staff, demonstrating our commitment to investing in the people who make Landmarks exceptional. Additionally, our financial management continues to be rated Outstanding by the ESFA, highlighting our ability to maintain a stable and sustainable future while delivering the highest standards of education.

Learner outcomes remain at the heart of our success. This year, we are celebrating our 100th Supported Intern, a landmark achievement since launching the pathway in 2018. The employment outcomes for our learners continue to outperform national averages, with 75% of Supported Interns securing paid work. Additionally, the number of learners accessing higher-level qualifications has grown, reflecting our commitment to stretching and challenging every individual.

Beyond academic and employment success, we take immense pride in the personal development of our learners. Many leave Landmarks with greater confidence, stronger communication skills, and enhanced independence. Whether progressing to employment, further education, or leading active lives in their communities, every learner leaves ready for the future.

As we move forward, our vision remains clear-to be nationally recognised for transforming the lives of our learners. With continued financial stability, strategic investments, and a growing reputation, Landmarks is in a strong position to thrive, ensuring we provide the best possible opportunities for our learners.

I extend my sincere thanks to our learners, their families, our exceptional staff, and our valued partners. Together, we are creating a future where every learner can achieve their potential.

Larry Brocklesby - Principal

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2024

The Governors, who are also both Directors of the Charitable Company and Governors of the College, present their report and the audited financial statements of the charity for the year ended 31 August 2024. The governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Landmarks Specialist College

Landmarks is a thriving, Independent Specialist College for people with learning difficulties and disabilities. Based in Eckington but operating across six sites throughout the East Midlands and South Yorkshire.

Landmarks continues to grow and go from strength to strength in supporting young adults into employment, with sector leading outcomes for Employability.

For more information, please visit: www.landmarks.ac.uk

Why do Landmarks Make a Difference?

Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or day services. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

OUR VISION
"To be recognised nationally for transforming the lives of our learners".

OUR MISSION
"To deliver high-quality education and support that maximises life opportunities for our learners".

OUR VALUES

Strategic Focus

Landmarks Specialist College has four strategic pillars which drive us to serve our purpose and achieve our strategic goals. These strategic goals are reviewed and agreed by the Board of Governors and senior leadership team on an annual basis. Under each pillar sit key priorities, specific goals and a range of performance measures.

VISION: TO BE RECOGNISED NATIONALLY FOR TRANSFORMING THE LIVES OF OUR LEARNERS

MISSION:
To deliver high-quality education and support that maximises life opportunities for our learners

Quality & Curriculum				Our People			Sustainability				Reputation			
Outstanding Quality of Education	Outstanding Preparation for Adulthood	Outstanding Leadership and Management	Outstanding Outcomes for learners	Transform digital analytics	Foster a culture of workforce development	Recognise workforce wellbeing	Improve ICT infrastructure	Future proof college finances	Develop Landmarks Training Enterprises	Improve carbon reduction	Be a provider of choice	Raise college and LTE profile	Supported Internship centre of excellence	

DEPARTMENTAL DEVELOPMENT PLANS

OUR PEOPLE

VALUES: QUALITY, RESILIENCE, RESPECT, ACHIEVEMENT, WORKING TOGETHER

Financials at a glance

	Total Income 2023-24	Total Income 2022-23	Total Expenditure 2023-24	Total Expenditure 2022-23
Landmarks Specialist College	**£5,697,222** (+17.87%)	**£4,833,378**	**£5,651,174** (+20.82%)	**£4,677,221**
Landmarks Training Enterprises Ltd	**£205,870** (+10.73%)	**£185,929**	**£186,106** (+5.62%)	**£176,202**
Group Performance	**£5,903,092** (+17.61%)	**£5,019,307**	**£5,837,280** (+20.27%)	**£4,853,423**

Performance at a glance

	Year 2023-24	Year 2022-23	Difference
Total number of Learners on role	**233**	**151**	**+82**
Total number of SI Learners	**12**	**20**	**-8**
Number of SI Learners gaining paid employment	**9**	**16**	**-7**
Number of SI Learners gaining voluntary Employment	**1**	**4**	**-3**
SI Employability Paid Outcomes (%)	**75%**	**80%**	**-5%**
Total number of staff given CPD	**146**	**136**	**+10**
Total number of staff (avg)	**146**	**136**	**+10**

*SI – Supported Internships

Media and other services

	Year 2023-24	Year 2022-23	Difference
Social Media Followers	3,659	2,560	43%
Website Total Page Views	114,065	67,715	68%
Unique website visitors	24,092	14,669	64%
Number of unique donors	125	98	28%

In line with our target of improving our reach, we saw 2023-24 again increase our following and presence in the sector. This is something we continue to work towards in future, with more of an aim towards social media for the 2024-25 Academic/Financial year.

We have also invested in software that tracks donor trends, collects data, and identifies unique visits to our pages. This has allowed us to maintain contact with individuals, explain more about how the funds are being used, and most importantly maintain a relationship that could provide future charitable donations for the college.

We have a number of planned events for the upcoming year, including our Prom, which was heavily attended during the 23/24 Academic/Financial. In previous years events, Landmarks recorded numbers of 120 guests.

How did we progress towards our strategic objective "Maintain Financial Health"?

Increase Learner Numbers
Landmarks numbers increased from 151 to 233 between the academic years 22/23 and 23/24, a growth percentage of 54%, resulting in us receiving top-up funding from the ESFA for substantial in-year growth. The goal of 135 learners by 2025, was achieved in 22/23.

Develop Business Opportunities
Landmarks have developed partnerships with sector leading employers within this year, such as becoming Greene King's partner of choice for employing those with additional needs and disabilities in the region. We also established a partnership with Marsdens, NHS Rotherham, placing interns and many small-to-medium local enterprises, creating opportunities. As Landmarks continue to expand, we also continue our search for a new premises to purchase, to allow this growth to continue at a steady pace, while maintaining outstanding outcomes.

Manage Finances Well
Landmarks achieved their first ever ESFA grading of Outstanding for the management of college finances in 2021. This has been maintained since at each annual ESFA audit. We have built free reserves to a point where the college is financially sound, having over three months of reserves in the bank at year end. We also endeavour to stay within 10% of all budget lines throughout the year and explain any variances above this level to the Finance Committee and Board of Governors if necessary.

Invest
Each year, we hold a Remuneration Committee, where the full board of Governors, along with the CEO and FD, agree a review of staff conditions based on a benchmarking activity that takes place between the FD and HR Director. Landmarks agreed a sector leading 8% rise for all employees, to help combat the cost-of-living crisis. Investing in staff, through CPD and benchmarking activities, is something we do well for our staff, and contributes towards a high 95% staff satisfaction survey report.

OBJECTIVES AND ACTIVITIES

Objectives and aims
The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

Principle activities
Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or improving individual levels of independence. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

In setting our objectives and planning our activities the Governors have given careful consideration to the Charity Commissions general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

Achievements and performance

Review of activities

Landmarks is an Independent Specialist College for adults who have a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to promote learners' life skills and academic achievements in the pursuit of greater independence, further study, or employment. The five sites, located across Nottinghamshire, Derbyshire and South Yorkshire provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings, employer premises and local facilities.

In 2023/24 the college had a total of 233 learners of which 66% (153) were Education and Skills Funding Agency (ESFA) learners. The remaining learners (34%, 80) were funded through direct payments/social services contracts. Typically, ESFA funded learners transfer to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 to 60.

All learners are engaged in a combination of practical independence, employment, vocational, functional skills; maths, English or digital literacy (through both direct sessions and embedded application). Learners receive tuition in personal and social development, how to keep themselves safe online, at home and in their communities as well having opportunity to study a variety of vocational subjects and qualifications, as well as access to a large range of work experience opportunities, which aim to enhance learners' employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Life in Modern Britain
- Animal Care
- Art & Digital Media
- Music
- Performing Arts
- Horticulture & Land based studies
- Sport & Leisure
- Hospitality & Catering
- Duke of Edinburgh Awards; Bronze, Silver and Gold
- Work Experience
- Employability

The College is governed by a Board of Governors from different professions and business backgrounds.

The College places great significance on working collaboratively and in partnership with a range of other agencies including the ESFA, Local Authorities, Social Services, the Targeted Support/Transitions Service, local Schools, multi-academy trusts, further education colleges, The National Association for Specialist Colleges (NATSPEC) and a range of employers, from small independent to national groups.

Range of facilities and resources, specifically for the use of people with disabilities.

The following are amongst the resources available:

- Working farm and land, with a range of livestock and horticultural curriculum activities that supply college and pub kitchens
- Working Public House, where learners prepare, cook, and serve food and drink to customers
- Catering kitchens and on-site Bistro
- Gardens and greenhouse
- Music and performing arts spaces
- Classrooms, 20 dedicated classrooms/resources (including video and IT equipment, dedicated PCs, and network) across all sites.

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Music room, Bistro, 8 classrooms and outdoor space.

Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continued to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operate their Hospitality and Catering curriculum from September 2016, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.
The Archer enterprise aims to:

- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence, and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

Nottingham House is Landmarks base close to the centre of Nottingham where Employability training and education takes place. Being so close to the centre of Nottingham provides access to numerous new employers, who provide work placements.

Wayfinder Specialist Employment Services has also established a base both at Nottingham House and Eckington High Street, to bolster the presence of their employer support and placement activities so very crucial to the success of the Supported Internship aspect of the Employability Pathway.

Enterprise House is Landmarks new town centre base in Rotherham. This base enables the delivery of both employability and developing independence in the heart of the town in which the learners reside. Accessing their own local community has the greatest impact on improving community access. The new site offers an Art Studio, Media suite, IT studio, Music room, Bistro, and 6 classrooms.

Learners following the Employability Pathway were able to access over 40 employer premises in which to either complete work placements or Internships. As a result, many learners progressed into paid employment across a number of disciplines, chief amongst them being Hospitality and Catering thanks to the established partnership the college has with Greene King pub company.

Such is the college's commitment to its Vision and Mission that it tracks ex-learners and offers support to secure employment should anything happen with their initial employment outcome. In 2023-24 the college continued successful works in supporting learners to secure paid employment as part of their Aftercare After College offer.

Learners following the college's Developing Independence Pathway accessed a variety of academic, vocational and social subjects aimed at improving an individual learner's level of independence, social communication and aspirations for their future, whether that is to access their local community with confidence, progress onto further study at a local mainstream college or secure employment, or occupation, paid or otherwise. The aim being that learners from this Pathway or supported to develop life skills that can lead to productive adult lives where they can be active members of their homey community.

Outcomes for learners are impressive, with leavers on the Employability Pathway achieving the highest rate of paid employment since the Pathway began. So too were the impressive outcomes of those leavers following the Developing Independence Pathway. Many leavers were supported to achieve dual destinations, meaning if work was only part time, they were supported to establish a further activity that together, made for a week with a desired amount of activity for the individual.

College leaders are confident that the quality of education, outcomes, personal and social development as well as leadership and management are at least Good overall, with some emerging Outstanding traits which should be realised in short order.

Quality improvement priorities 2023-24 (Quality Improvement Plan 24-25)

- Develop a strategy for "Life in modern Britain" that emphasises issues that are particularly relevant to the communities where learners live.
- Improve learners' awareness of signs and indicators of radicalisation and extremism.
- Develop the effectiveness of learning support.

Management of the associated risks

Governors of the Charity review risks to the organisation closely, featuring in most Governor meetings to ensure the board are aware of the risk to the organisation and the measures in place to reduce likelihood and increase preparedness.
The board of governors along with the Principal, monitor the college risk profile regularly, seeking to reduce short term risks associated with cash flow by creating a finance subcommittee, who report to the wider board, charged with monitoring income and expenditure.

Going Concern

Governors have reviewed at length the project charity performance over at least the next 12-months and are satisfied that there are no material uncertainties related to going concern and that most likely scenarios have been modelled to inform that decision.
The Charity is confident that all its financial commitments will be met in 2025-26 and the foreseeable future whilst ever the EFSA and Local Authorities are able to fund our provision.

Staff Satisfaction

In our recent staff satisfaction survey (23/24), Landmarks boasts some brilliant results, 99% of staff said the following were either good or outstanding:

1. Awareness of the procedures for handling suspected safeguarding issues
2. The alertness of staff to signs of abuse
3. The colleges focus on continuous improvement
4. promoting safeguarding

Top strengths

1. Employee opportunities to develop their career at Landmarks.
2. The clarity of the way forward and strategic objectives
3. Employee awareness of handling suspected safeguarding issues, and how safeguarding is promoted.
4. Manager approachability.
5. Manager ability to provide support for professional development.

Reserves Policy

We have determined our free reserves levels should be targeted at 1-3 months total expenditure
This calculation has been made based on benchmarking ourselves with other similar sized charitable organisations.
Free Reserves at 31st August 2024 were £1.29m – approximately 2.7 months of expenditure. Financial budget of 2024-25 we forecast Landmarks Free Reserves to be at c£1.5m on 31st August 2025, notwithstanding unforeseen expenditure.

Reserves

1.1 The Charity Commission's CC19 guidance states: "There is no single level or even a range of reserves that is right for all charities. Any target set by governors for the level of reserves to be held should reflect the circumstances of the individual charity. To do this, governors need to know why the charity should hold reserves and, having identified those needs, the governors should consider how much should be held to meet them."

2.1 This policy sets out our free reserves, which are defined as unrestricted funds excluding fixed assets and defined benefit pensions. These free reserves include short-term investment balances, cash, and other working capital balances.

2.2 As part of effective financial management, we hold reserves to ensure we can manage:

- **Financial impact of risk**. There are a range of risks we face, including the risk of an unforeseen drop in income or unbudgeted increases in expenditure.
- **Working capital**. A significant proportion of our reserves are represented by non-cash assets and liabilities, such as accrued legacy income, other debtors, and stock. These reserves are not readily available.

2.3 A detailed review of the financial risks we face is monitored on an ongoing basis, and our assessments on the possible financial impact of those risks have been incorporated into the reserves range we have calculated.

Long-term commitments

3.1 There is no current requirement to make allowance within the reserves range for future plans and commitments.
3.2 Although we have long-term financial commitments with our staff and leasehold properties, these commitments will be funded exclusively through future cash inflows.
3.3 Future expenditure will be set in line with future income, and therefore specific long-term funds have not been set aside within reserves.

Target range for reserves

4.1 The target range is set at 1-3 months expenditure - roughly equating to c£1,402,000 in 2023-24.
4.2 The Board of Governors consider that this target range provides sufficient flexibility in the context of operational requirements, and for an organisation of our size and complexity.

Responsibilities

5.1 The Board of Governors are responsible for ensuring that we manage our resources responsibly, and that we act in the best interests of the organisation and the people we serve. The Board has responsibility for approving and monitoring the implementation of this policy.
5.2 The CEO and Chair of Governors are responsible for monitoring and supervision of the current and future financial situation and associated risks to the organisation. The committee has responsibility for reviewing this policy and making recommendation for approval to the Board.
5.3 The CEO is responsible for providing clear and focused leadership of the organisation, and to ensure our financial stability.
5.4 The CEO is the policy owner and is responsible for managing our reserves level within the policy range, ensuring this policy is reviewed in line with corporate requirements with assistance from the Finance Lead.

Laws and regulations

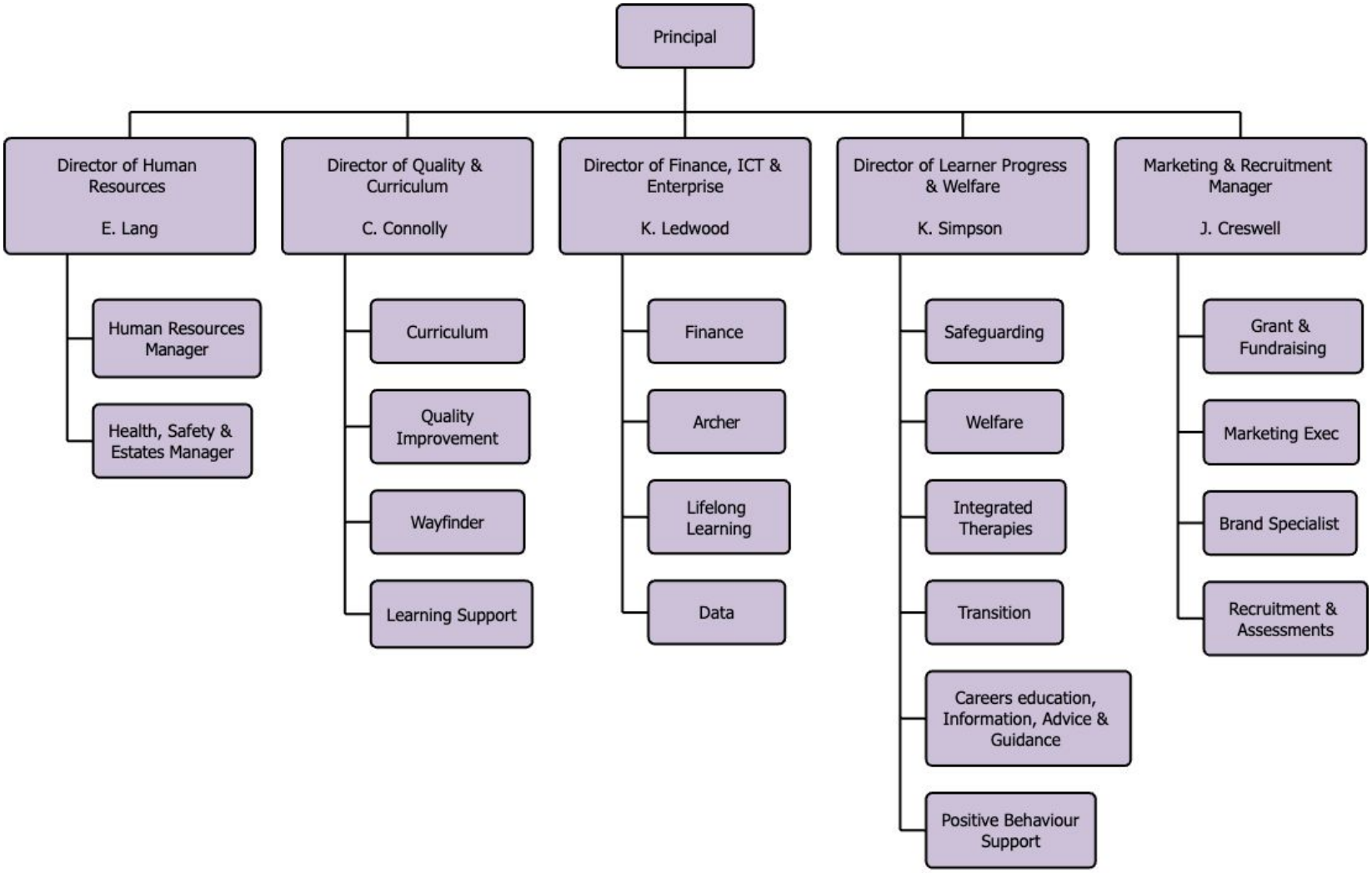
6.1 As a registered charity, we are required to meet relevant legal and regulatory requirements.
6.2 This policy sets out the framework we have in place to confirm the level of reserves we have determined is appropriate for our organisation and draws upon guidance such as the Charity Commission's CC19.

Investment Policy

Landmarks receive income on an annual basis, for learners within year from Councils, and on a lagged basis from the government. We plan effectively based on application approval success of previous years and forecast learner numbers based on each stage of the process. We allow ourselves to maintain a prudent level of free reserves, to cover any unexpected or expediential drop in learner numbers to cover risks associated. Landmarks board of Governors have always felt that investment for the longer term is not something that is necessary. The investment Landmarks make is in the provision expansion and improvements and not for short term financial gains. Our policy is therefore to review our bank accounts to ensure we get the best interest rates possible at the time for our funds, this is reviewed annually by the Finance Committee.

Landmarks Board of Governors considers it is not necessary for Landmarks to create an ethical investment policy in the near future.

Landmarks Leadership Structure



Landmarks structure
Landmarks is governed by a Board of voluntary Governors (who are also governors of the charity), none of whom are paid by Landmarks, and any conflicts of interest are declared within the accounts. The board of governors do not have control of the day-to-day operational duties of Landmarks Specialist College but are heavily involved in an advisory capacity at meetings, and each lead a subcommittee meaning that they are very aware of the activities taking place. The following organogram shows the employment structure of Landmarks, with the Principle reporting directly to, and held accountable by, the board of governors.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Charity constitution
The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014, 21 September 2016 and 24 April 2021, registered charity number 1047557.

The principle object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

Recruitment and appointment of new governors
The management of the company is the responsibility of the Governors who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Governors are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a governor, they are invited to meet the Principal and are given a tour of the college.

If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next governor meeting and meet with the Chair of Governors on a 1:1 basis. If both parties are in agreement, Governors are asked to consider the application and vote on membership.

Each year governors receive training pertinent to the college, covering areas of:

- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

Remuneration
Landmarks host an internal Remuneration Committee annually in December of each year. We are committed, as part of our strategic priority "managing finances responsibly" to invest in our staff team, which ensure we attract best in class staff to support our learners. It also allows internal development of staff, so that we can promote from within the organisation, and develop a strong management structure that know the charitable objectives, and what we are trying to achieve.

In accordance with the Statement of Recommended Practice (SORP) Landmarks Accounts disclose:

- All pay to Governors (No pay is received outside of expenses)
- The number of staff in receipt of more than £60,000 per annum (in bands of £10,000)
- The annual remuneration decision for the staff pay decision.

The remuneration Committee consists of the Chair of Governors, the entire governor cohort, the CEO, and FD. The board make the decision, based on benchmarking activities and inflation presentations provided by the operational team. The staff team mentioned are not involved in the decision process and are only presenting facts and figures surrounding affordability of all options.

Statement of Purpose

- To consider, approve and report to the Board of Governors on decisions regarding the remuneration package, terms, and conditions (including the annual reviews of such) and, where appropriate, severance payments of the:
- College Principal and Chief Executive
- College Executive Team
- College Employees.

Role and Remit
In relation to its purpose (above), the Committee will consider:

- That senior management should be fairly rewarded for their individual performance and contribution to the College's overall performance.
- Where, in terms of remuneration, the College stands in relation to other comparable institutions in the sector.
- To oversee and approve policy and decision-making in relation to cost of living reviews.
- The relationship between gender and remuneration and the narrowing of gaps.
- The adequacy of pension arrangements and the cost implication of pension arrangement, including the pension effect of remuneration proposals.
- To consider and respond to any appeals made by senior executives in relation to Purpose above.
- To undertake other relevant duties as determined by the Board of Governors.

For the 2023/24 financial year, Landmarks agreed an 8% pay increase for all staff. One member of staff earned more than £60,000 per annum and that was the College CEO.

Landmarks are now a Real Living Wage employer from 2023.

Financial Review
The governors are satisfied with the financial position of the charity at the end of this financial year. There was an increase in turnover of £883,785 and the reduction in profit is solely due to the investment in Enterprise House, which did not come into full operation until after the year-end. There was costs of occupation and finance costs incurred before it started to generate income.

EVENTS SINCE THE END OF THE YEAR
Information relating to events since the end of the year is given in the notes to the financial statements.

STATEMENT OF GOVERNORS' RESPONSIBILITIES
The governors (who are also the directors of Landmarks Specialist College for the purposes of company law) are responsible for preparing the 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 governors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the governors are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the governors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the governors 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.

AUDITORS
The auditors, Sutton McGrath Hartley, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of governors on ..... and signed on its behalf by:

.....
P F Battiste - Governor

Report of the Independent Auditors to the Members of Landmarks Specialist College

Opinion

We have audited the financial statements of Landmarks Specialist College (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' 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 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 governors with respect to going concern are described in the relevant sections of this report.

Other information

The governors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Governors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Governors 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Governors.

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

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

Responsibilities of governors

As explained more fully in the Statement of Governors' Responsibilities, the governors (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 governors 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 governors are responsible for assessing the 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 governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

Our assessment of the susceptibility to material misstatement, whether by fraud or error, is made in a risk based approach.

In this approach, laws and regulations applicable to the entity, such as the Companies Act 2006, United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102, Charities SORP, employment law, and Health and Safety law is considered. The policies and controls the entity has in place to comply with these laws are reviewed, by discussion, reviews of correspondence and registrations monitored by external bodies. The engagement team remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Policies and controls relating to the risk of material misstatement as a result of fraud, management override of controls, and revenue recognitions are also considered. These are assessed by obtaining an understanding of the charity's operations and control environment. The policies and controls have been reviewed by discussion, review and sample testing of accounting entries, including journals, challenging assumptions and judgements, reviewing and evaluating related parties transactions, and wider background searches. Testing of income recognition, going concern and fund accounting is also completed.

We have ensured that the engagement team have appropriate levels of competence and experience to effectively monitor these risks and carry out work relevant to our assessment of each risk, including consideration of the sector the charity operates in and its size and complexity.

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. This description forms part of our Report of the Independent Auditors.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

James Salim FCCA (Senior Statutory Auditor)
for and on behalf of Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

Date: .....

Landmarks Specialist College

Consolidated Statement of Financial Activities
for the Year Ended 31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**3,123**	**-**	**3,123**	1,783
Charitable activities	5				
Charitable activities		**5,671,741**	**15,000**	**5,686,741**	4,824,755
Other trading activities	3	**206,611**	**-**	**206,611**	190,012
Investment income	4	**4,844**	**-**	**4,844**	1,393
Other income		**1,773**	**-**	**1,773**	1,364
Total		**5,888,092**	**15,000**	**5,903,092**	5,019,307
EXPENDITURE ON					
Raising funds	6	**186,106**	**-**	**186,106**	176,202
Charitable activities	7				
Charitable activities		**5,647,659**	**3,515**	**5,651,174**	4,677,221
Total		**5,833,765**	**3,515**	**5,837,280**	4,853,423
NET INCOME		**54,327**	**11,485**	**65,812**	165,884
RECONCILIATION OF FUNDS					
Total funds brought forward		**1,845,530**	**12,055**	**1,857,585**	1,691,701
TOTAL FUNDS CARRIED FORWARD		**1,899,857**	**23,540**	**1,923,397**	1,857,585

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Financial Position
31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
FIXED ASSETS					
Tangible assets	14	**1,453,010**	**23,540**	**1,476,550**	1,476,175
Investments	15	**-**	**-**	**-**	-
		1,453,010	**23,540**	**1,476,550**	1,476,175
CURRENT ASSETS					
Stocks	16	**23,439**	-	**23,439**	21,779
Debtors	17	**243,442**	-	**243,442**	157,341
Cash at bank and in hand		**1,175,624**	-	**1,175,624**	1,258,328
		1,442,505	-	**1,442,505**	1,437,448
CREDITORS					
Amounts falling due within one year	18	**(170,807)**	-	**(170,807)**	(210,158)
NET CURRENT ASSETS		**1,271,698**	-	**1,271,698**	1,227,290
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,724,708**	**23,540**	**2,748,248**	2,703,465
CREDITORS					
Amounts falling due after more than one year	19	**(824,851)**	-	**(824,851)**	(845,880)
NET ASSETS		**1,899,857**	**23,540**	**1,923,397**	1,857,585
FUNDS	22				
Unrestricted funds				**1,899,857**	1,845,530
Restricted funds				**23,540**	12,055
TOTAL FUNDS				**1,923,397**	1,857,585

The financial statements were approved by the Board of Governors and authorised for issue on ..... and were signed on its behalf by:

.....
P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Charitable Company Statement of Financial Position
31 August 2024

	Notes	Unrestricted funds £	Restricted funds £	**2024 Total funds £**	2023 Total funds £
FIXED ASSETS					
Tangible assets	14	**1,452,887**	**23,540**	**1,476,427**	1,475,393
Investments	15	**1**	**-**	**1**	1
		1,452,888	**23,540**	**1,476,428**	1,475,394
CURRENT ASSETS					
Stocks	16	**15,201**	**-**	**15,201**	15,201
Debtors	17	**255,009**	**-**	**255,009**	170,142
Cash at bank and in hand		**1,141,310**	**-**	**1,141,310**	1,232,996
		1,411,520	**-**	**1,411,520**	1,418,339
CREDITORS					
Amounts falling due within one year	18	**(158,395)**	**-**	**(158,395)**	(200,530)
NET CURRENT ASSETS		**1,253,125**	**-**	**1,253,125**	1,217,809
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,706,013**	**23,540**	**2,729,553**	2,693,202
CREDITORS					
Amounts falling due after more than one year	19	**(824,851)**	**-**	**(824,851)**	(845,880)
NET ASSETS		**1,881,162**	**23,540**	**1,904,702**	1,847,322
FUNDS					
Unrestricted funds				**1,881,162**	1,835,267
Restricted funds				**23,540**	12,055
TOTAL FUNDS				**1,904,702**	1,847,322

The 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. The net movement in funds for the year of the charitable company was £57,380 (2023: £160,544).

The financial statements were approved by the Board of Governors and authorised for issue on ..... and were signed on its behalf by:

.....
P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Cash Flows
for the Year Ended 31 August 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	**122,971**	354,078
Interest paid		**66,385**	38,177
Net cash provided by operating activities		**189,356**	392,255
Cash flows from investing activities			
Purchase of tangible fixed assets		**(257,948)**	(636,999)
Interest received		**4,844**	1,393
Net cash used in investing activities		**(253,104)**	(635,606)
Cash flows from financing activities			
New loans in year		**-**	869,600
Loan repayments in year		**(19,239)**	(453,761)
Net cash (used in)/provided by financing activities		**(19,239)**	415,839
Change in cash and cash equivalents in the reporting period		**(82,987)**	172,488
Cash and cash equivalents at the beginning of the reporting period	2	**1,257,610**	1,085,122
Cash and cash equivalents at the end of the reporting period	2	**1,174,623**	1,257,610

The notes form part of these financial statements

Notes to the Statement of Cash Flows for the Year Ended 31 August 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**65,812**	165,884
Adjustments for:		
Depreciation charges	**257,573**	191,847
Interest received	**(4,844)**	(1,393)
Interest paid	**(66,385)**	(38,177)
Increase in stocks	**(1,660)**	(877)
(Increase)/decrease in debtors	**(86,101)**	68,589
Decrease in creditors	**(41,424)**	(31,795)
Net cash provided by operations	**122,971**	354,078

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024	2023
	£	£
Cash in hand	**1,106**	1,122
Notice deposits (less than 3 months)	**1,174,518**	1,257,206
Overdrafts included in bank loans and overdrafts falling due within one year	**(1,001)**	(718)
Total cash and cash equivalents	**1,174,623**	1,257,610

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/9/23	Cash flow	**At 31/8/24**
	£	**£**	**£**
Net cash			
Cash at bank and in hand	**1,258,328**	**(82,704)**	**1,175,624**
Bank overdraft	**(718)**	**(283)**	**(1,001)**
	1,257,610	**(82,987)**	**1,174,623**
Debt			
Debts falling due within 1 year	**(19,040)**	**(1,789)**	**(20,829)**
Debts falling due after 1 year	**(845,880)**	**21,029**	**(824,851)**
	(864,920)	**19,240**	**(845,680)**
Total	**392,690**	**(63,747)**	**328,943**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	10% on cost and 2% on cost
Short leasehold	-	Straight line over the remaining period
Fixtures and fittings	-	20% on cost
Motor vehicles	-	25% on cost

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The company is considered to pass the test set out in Sch. 6, para. 1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for the UK corporation tax purposes. Accordingly, the company is potentially exempt from the taxation in respect of income or capital gains received within categories covered in Pt. 11 CH. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the governors.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

continued...

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Financial instruments
The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective method.

Employee benefits
When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

Going concern
The financial statements have been prepared on a going concern basis as the governors believe that no material uncertainties exist. The governors have considered the level of funds held and the expected level of the income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

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

continued...

1. ACCOUNTING POLICIES - continued

Liabilities and provisions
Critical accounting estimates and assumptions:
The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Basis of consolidation
The financial statements consolidate the accounts of Landmarks Specialist College and its subsidiary undertaking, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	**2024 Total funds**	2023 Total funds
	£	£	**£**	£
Donations	**3,123**	**-**	**3,123**	1,783

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	**2024 Total funds**	2023 Total funds
	£	£	**£**	£
Fundraising events	**741**	**-**	**741**	3,683
Archer Pub income	**205,870**	**-**	**205,870**	185,929
Apperknowle livery income	**-**	**-**	**-**	400
	206,611	**-**	**206,611**	190,012

continued...

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	**2024 Total funds**	2023 Total funds
	£	£	**£**	£
Deposit account interest	**4,844**	**-**	**4,844**	1,393

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	**2024**	2023
		£	£
Income received for education services	Charitable activities	**5,653,969**	4,791,317
Grants	Charitable activities	**32,772**	33,438
		5,686,741	4,824,755

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Capital grants	**32,772**	-
General	**-**	33,438
	32,772	33,438

6. RAISING FUNDS

Other trading activities

	Unrestricted funds	Restricted funds	**2024 Total funds**	2023 Total funds
	£	£	**£**	£
Trading costs	**117,380**	**-**	**117,380**	110,792
Trading activities - other costs	**68,726**	**-**	**68,726**	65,410
	186,106	**-**	**186,106**	176,202

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Charitable activities	**5,638,274**	**12,900**	**5,651,174**

8. SUPPORT COSTS

	Governance costs
	£
Charitable activities	**12,900**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	**257,573**	186,845

10. AUDITORS' REMUNERATION

	2024	2023
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	**12,900**	12,900

11. GOVERNORS' REMUNERATION AND BENEFITS

During the year, no Governors received any remuneration or other benefits (2023 - £Nil).

Governors' expenses

During the year, expenses were made to one governor for general expenses totalling £251 (2023 - £383).

continued...

12. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	**3,393,231**	2,887,771
Social security costs	**288,932**	238,362
Other pension costs	**197,012**	154,547
	3,879,175	3,280,680

The average monthly number of employees during the year was as follows:

	2024	2023
Total	**147**	136

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

	2024	2023
£90,001 - £100,000	**1**	1

Key management personnel remuneration for the year including Employers' NI and Pension totalled £373,051 (2023: £295,301). The Governors consider key management personnel to be the senior leadership team.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,783	-	1,783
Charitable activities			
Charitable activities	4,808,755	16,000	4,824,755
Other trading activities	190,012	-	190,012
Investment income	1,393	-	1,393
Other income	1,364	-	1,364
Total	5,003,307	16,000	5,019,307
EXPENDITURE ON			
Raising funds	176,202	-	176,202
Charitable activities			
Charitable activities	4,673,276	3,945	4,677,221
Total	4,849,478	3,945	4,853,423
NET INCOME	153,829	12,055	165,884

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	1,691,701	-	1,691,701
TOTAL FUNDS CARRIED FORWARD	1,845,530	12,055	1,857,585

14. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2023	**1,436,121**	**10,896**	**892,095**	**97,810**	**2,436,922**
Additions	**-**	**14,265**	**169,369**	**74,314**	**257,948**
At 31 August 2024	**1,436,121**	**25,161**	**1,061,464**	**172,124**	**2,694,870**
DEPRECIATION					
At 1 September 2023	**345,257**	**8,178**	**552,362**	**54,950**	**960,747**
Charge for the year	**96,778**	**1,277**	**135,692**	**23,826**	**257,573**
At 31 August 2024	**442,035**	**9,455**	**688,054**	**78,776**	**1,218,320**
NET BOOK VALUE					
At 31 August 2024	**994,086**	**15,706**	**373,410**	**93,348**	**1,476,550**
At 31 August 2023	1,090,864	2,718	339,733	42,860	1,476,175

The freehold property is secured against the bank loans of the charity.

continued...

14. TANGIBLE FIXED ASSETS - continued

Charity

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2023	**1,436,121**	**10,896**	**887,016**	**97,810**	**2,431,843**
Additions	**-**	**14,265**	**169,377**	**74,314**	**257,946**
At 31 August 2024	**1,436,121**	**25,161**	**1,056,383**	**172,124**	**2,689,789**
DEPRECIATION					
At 1 September 2023	**345,257**	**8,178**	**548,065**	**54,950**	**956,450**
Charge for the year	**96,778**	**1,277**	**135,031**	**23,826**	**256,912**
At 31 August 2024	**442,035**	**9,455**	**683,096**	**78,776**	**1,213,362**
NET BOOK VALUE					
At 31 August 2024	**994,086**	**15,706**	**373,287**	**93,348**	**1,476,427**
At 31 August 2023	1,090,864	2,718	338,951	42,860	1,475,393

15. FIXED ASSET INVESTMENTS

	2024 £	2023 £
Landmarks Training Enterprises Limited	**1**	1

The following was a subsidiary undertaking of the charitable company:

	Company number	**Class of shares**	**Holding**
Landmarks Training Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	**Income £**	**Expenditure £**	**Profit for the year £**	**Net assets £**
Landmarks Training Enterprises Limited	205,870	186,106	19,764	18,899

continued...

16. STOCKS

	Group 2024	Group 2023	**Charity 2024**	Charity 2023
	£	£	**£**	£
Bar and food stock	**8,238**	6,578	**-**	-
Farm stock	**15,201**	15,201	**15,201**	15,201
	23,439	21,779	**15,201**	15,201

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024	Group 2023	**Charity 2024**	Charity 2023
	£	£	**£**	£
Trade debtors	**69,519**	82,213	**69,519**	82,213
Amounts owed by group undertakings	**-**	-	**13,119**	14,333
Other debtors	**11,938**	12,991	**11,938**	12.991
Prepayments and accrued income	**161,985**	62,137	**160,433**	60,605
	243,442	157,341	**255,009**	170,142

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024	Group 2023	**Charity 2024**	Charity 2023
	£	£	**£**	£
Bank loans and overdrafts (see note 20)	**21,830**	19,758	**21,830**	19,758
Trade creditors	**25,502**	27,431	**22,958**	24,004
VAT	**8,617**	4,951	**-**	-
Other creditors	**72,554**	125,389	**72,554**	125,389
Accruals and deferred income	**42,304**	32,629	**41,053**	31,379
	170,807	210,158	**158,395**	200,530

continued...

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and Charity

	2024	2023
	£	£
Bank loans (see note 20)	**824,851**	845,880

20. LOANS

Group and Charity

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank overdrafts	**1,001**	718
Bank loans	**20,829**	19,040
	21,830	19,758
Amounts falling between one and two years:		
Bank loans - 1-2 years	**22,501**	20,829
Amounts falling due between two and five years:		
Bank loans - 2-5 years	**109,588**	101,441
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	**692,762**	723,610

Loans have been taken out during the period to fund the acquisition of Enterprise House, Littlemoor House and Apperknowle Farm and the loans are secured against the properties.

21. LEASING AGREEMENTS

Group and Charity

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	**40,055**	57,583
Between one and five years	**17,224**	6,978
	57,279	64,561

Lease payments recognised as an expense during the year totalled £100,066 (2023: £75,280).

continued...

22. MOVEMENT IN FUNDS

	At 1/9/23 £	Net movement in funds £	At 31/8/24 £
Unrestricted funds			
General fund	**1,835,268**	**45,691**	**1,880,959**
Subsidiary Company Reserves	**10,262**	**8,636**	**18,898**
	1,845,530	**54,327**	**1,899,857**
Restricted funds			
Savoy Kitchen Equipment Grant	**12,055**	**(2,890)**	**9,165**
Percy Bilton	**-**	**5,750**	**5,750**
Beatrice Laing Trust	**-**	**3,833**	**3,833**
Bernard Sunley	**-**	**4,792**	**4,792**
	12,055	**11,485**	**23,540**
TOTAL FUNDS	**1,857,585**	**65,812**	**1,923,397**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**5,693,350**	**(5,647,659)**	**45,691**
Subsidiary Company Reserves	**194,742**	**(186,106)**	**8,636**
	5,888,092	**(5,833,765)**	**54,327**
Restricted funds			
Savoy Kitchen Equipment Grant	**-**	**(2,890)**	**(2,890)**
Percy Bilton	**6,000**	**(250)**	**5,750**
Beatrice Laing Trust	**4,000**	**(167)**	**3,833**
Bernard Sunley	**5,000**	**(208)**	**4,792**
	15,000	**(3,515)**	**11,485**
TOTAL FUNDS	**5,903,092**	**(5,837,280)**	**65,812**

continued...

22. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/9/22 £	Net movement in funds £	At 31/8/23 £
Unrestricted funds			
General fund	1,686,778	148,489	1,835,267
Subsidiary Company Reserves	4,923	5,340	10,263
	1,691,701	153,829	1,845,530
Restricted funds			
Savoy Kitchen Equipment Grant	-	12,055	12,055
TOTAL FUNDS	1,691,701	165,884	1,857,585

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,821,765	(4,673,276)	148,489
Subsidiary Company Reserves	181,542	(176,202)	5,340
	5,003,307	(4,849,478)	153,829
Restricted funds			
Savoy Kitchen Equipment Grant	16,000	(3,945)	12,055
TOTAL FUNDS	5,019,307	(4,853,423)	165,884

continued...

22. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/22 £	Net movement in funds £	At 31/8/24 £
Unrestricted funds			
General fund	1,686,778	194,180	1,880,958
Subsidiary Company Reserves	4,923	13,976	18,899
	1,691,701	208,156	1,899,857
Restricted funds			
Savoy Kitchen Equipment Grant	-	9,165	9,165
Percy Bilton	-	5,750	5,750
Beatrice Laing Trust	-	3,833	3,833
Bernard Sunley	-	4,792	4,792
	-	23,540	23,540
TOTAL FUNDS	1,691,701	231,696	1,923,397

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	10,515,115	(10,320,935)	194,180
Subsidiary Company Reserves	376,284	(362,308)	13,976
	10,891,399	(10,683,243)	208,156
Restricted funds			
Savoy Kitchen Equipment Grant	16,000	(6,835)	9,165
Percy Bilton	6,000	(250)	5,750
Beatrice Laing Trust	4,000	(167)	3,833
Bernard Sunley	5,000	(208)	4,792
	31,000	(7,460)	23,540
TOTAL FUNDS	10,922,399	(10,690,703)	231,696

continued...

22. MOVEMENT IN FUNDS - continued

Savoy Kitchen Equipment grant
Grant received to fund the purchase of kitchen equipment for Phoenix House.

Percy Bilton
Grant received to fund the purchase of a new van for the college.

Beatrice Laing Trust
Grant received to fund the purchase of a new van for the college.

Bernard Sunley
Grant received to fund the purchase of a new van for the college.

23. RELATED PARTY DISCLOSURES

The charitable company owns 100% of its subsidiary Landmarks Training Enterprises Limited. During the year, expenditure was recharged of £24,969 to the subsidiary company (2023: £19,731) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £13,120 (2023: £13,368) are included within debtors owed to the parent company.

No amounts were written off during the period, and no amount was outstanding at the year end.

24. POST BALANCE SHEET EVENTS

On the 24th January 2025, property was acquired in Nottingham, 395 Mansfield Road for the value of £698,973.

Landmarks Specialist College

Detailed Statement of Financial Activities
for the Year Ended 31 August 2024

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS				
Donations and legacies				
Donations	**3,123**	**-**	**3,123**	1,783
Other trading activities				
Fundraising events	**741**	**-**	**741**	3,683
Archer Pub income	**205,870**	**-**	**205,870**	185,929
Apperknowle livery income	**-**	**-**	**-**	400
	206,611	**-**	**206,611**	190,012
Investment income				
Deposit account interest	**4,844**	**-**	**4,844**	1,393
Charitable activities				
Income received for education services	**5,653,969**	**-**	**5,653,969**	4,791,317
Grants	**17,772**	**15,000**	**32,772**	33,438
	5,671,741	**15,000**	**5,686,741**	4,824,755
Other income				
Other income	**1,773**	**-**	**1,773**	1,364
Total incoming resources	**5,888,092**	**15,000**	**5,903,092**	5,019,307
EXPENDITURE				
Other trading activities				
Trading costs	**117,380**	**-**	**117,380**	110,792
Trading activities - other costs	**68,726**	**-**	**68,726**	65,410
	186,106	**-**	**186,106**	176,202
Charitable activities				
Wages	**3,393,231**	**-**	**3,393,231**	2,887,771
Social security	**288,932**	**-**	**288,932**	238,362
Pensions	**197,012**	**-**	**197,012**	154,547
Rent and rates	**139,586**	**-**	**139,586**	100,584
Insurance	**57,501**	**-**	**57,501**	38,970
Carried forward	**4,076,262**	**-**	**4,076,262**	3,420,234

Landmarks Specialist College

Detailed Statement of Financial Activities
for the Year Ended 31 August 2024

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Charitable activities				
Brought forward	**4,076,262**	**-**	**4,076,262**	3,420,234
Light and heat	**56,436**	**-**	**56,436**	37,576
Telephone	**48,848**	**-**	**48,848**	32,466
Postage and stationery	**83,909**	**-**	**83,909**	98,642
Advertising	**58,208**	**-**	**58,208**	15,389
Sundries	**45,684**	**-**	**45,684**	31,740
Beneficiary costs	**288,896**	**-**	**288,896**	211,745
Repairs and renewals	**133,296**	**-**	**133,296**	119,223
Mini bus and car expenses	**63,724**	**-**	**63,724**	47,964
Travel and subsistence	**71,461**	**-**	**71,461**	54,507
Staff recruitment	**65,576**	**-**	**65,576**	36,991
Cleaning	**54,042**	**-**	**54,042**	51,684
Staff training	**59,613**	**-**	**59,613**	78,742
Legal and professional	**76,524**	**-**	**76,524**	111,773
Speech and language contract	**105,519**	**-**	**105,519**	66,953
Teaching and support costs	**25,538**	**-**	**25,538**	4,068
Bad debt provision	**-**	**-**	**-**	13,665
Bank charges	**909**	**-**	**909**	935
Bank loan interest	**66,256**	**-**	**66,256**	38,177
Depreciation of tangible fixed assets	**254,058**	**3,515**	**257,573**	191,847
	5,634,759	**3,515**	**5,638,274**	4,664,321
Support costs				
Governance costs				
Auditors' remuneration	**12,900**	**-**	**12,900**	12,900
Total resources expended	**5,833,765**	**3,515**	**5,837,280**	4,853,423
Net income	**54,327**	**11,485**	**65,812**	165,884

Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

REGISTERED COMPANY NUMBER: 03039522 (England and Wales)
REGISTERED CHARITY NUMBER: 1047557

Report of the Governors and

Financial Statements for the Year Ended 31 August 2023

for

Landmarks Specialist College

Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

Landmarks Specialist College

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Landmarks Specialist College

Reference and Administrative Details
for the Year Ended 31 August 2023

GOVERNORS	P F Battiste Ms G Morris (resigned 26/9/2022) Ms C O'Neill (resigned 12/1/2024) J Spooner (resigned 20/10/2022) Ms S M Windle (resigned 6/10/2022) A E Scott (appointed 27/1/2023) C C Pickup (appointed 18/10/2022) M J Hilton (appointed 14/11/2022) Ms F Featherstone (appointed 31/5/2023)
COMPANY SECRETARY	L T Brocklesby
REGISTERED OFFICE	Littlemoor House Littlemoor Eckington Sheffield S21 4EF
REGISTERED COMPANY NUMBER	03039522 (England and Wales)
REGISTERED CHARITY NUMBER	1047557
AUDITORS	Sutton McGrath Hartley 5 Westbrook Court Sharrowvale Road Sheffield South Yorkshire S11 8YZ
SOLICITORS	Knights 14 Commercial St Sheffield S1 2AT
BANKERS	Barclays 121 Norfolk Row Sheffield S1 2JW

Landmarks Specialist College

Report of the Governors
for the Year Ended 31 August 2023

The Governors present their report and the audited financial statements of the charity for the year ended 31 August 2023. The governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Landmarks Specialist College

Landmarks is a thriving, Independent Specialist College for people with learning difficulties and disabilities. Based in Eckington but operating across six sites throughout the East Midlands and South Yorkshire.

Landmarks continues to grow and go from strength to strength in supporting young adults into employment, with sector leading outcomes for Employability.

For more information, please visit: www.landmarks.ac.uk

Why do Landmarks Make a Difference?

Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or day services. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

OUR VISION
"To be recognised nationally for transforming the lives of our learners".

OUR MISSION
"To deliver high-quality education and support that maximises life opportunities for our learners".

OUR VALUES

A Message from our Principal and CEO

Landmarks has developed its curriculum over the last 28 years from a predominately small concern, providing day time recreation for local adults with additional needs to a major specialist college operating across Nottinghamshire, Derbyshire and South Yorkshire, support around 151 learners who have enrolled onto our highly specialist post-16 college curriculum and 83 Day Service learners who, as a result of our very practical curriculum, attend a very interesting and skill developing day provision.

We have developed our curriculum from purely land and animal-based to include several subjects such as functional maths, English and digital skills, travel training and independence, as well as hospitality, catering, animal care, retail, administration and both Gold and Silver Duke of Edinburgh Awards. These subjects support our learners to make informed choices about the type of adult lives they would like to live after their education. College life at Landmarks involves being taught in practical, real-life working environments, whilst being supported by highly trained and experienced staff who are experts in working with learners with additional needs.

In 2023 the college has further demonstrated its ambition of transforming the lives of learners we support, by securing a permanent base within Rotherham town centre. This new base (Enterprise House) will allow the college to offer its provision to a much larger extent than in previous years and will because of the college's improvement plans, place itself as a leading specialist college within Rotherham and surrounding areas. We are very excited to work with learners, their families, employers, schools and commissioners to help improve the post-16 outcomes for the young adult SEND population.

I am extremely proud to share the successes of our learners, many of which are life changing and have led to learners achieving the outcomes they sought upon enrolling. Many learners have achieved paid employment for the first time in their lives thanks to the outstanding employer links that the college has. It is tremendous to think that the college is close to celebrating its 100th intern, a huge achievement for our college which only started offering its employability Pathway in 2018. We continue to stretch and challenge our learners by adding more qualifications that accredit their increased curiosity and enjoyment within subjects and prepares them well for future learning, evident in the increasing number of learners who progress onto higher level qualifications. It is also very important that we recognise and celebrate the very many personal achievements our learners secure as part of our curriculum. Many of our learners leave with much greater levels of independence and autonomy over decisions and choices that affect them. It is a source of significant pride when I reflect on the destinations of learners of the past, to where they are now. All learners progress onto a positive destination, be that employment, further education or accessing local services and day centres, being more independent or indeed a mixture of all activities for those that wish to have a full, socially participative, and productive week.

Larry Brocklesby - Principal

Our Strategic Priorities

LANDMARKS specialist college

1 Strategic Ambition 1. Deliver an outstanding learner experience

Development Action 22-23	Action(s)
Advance staff expertise.	• Invest in specific curriculum training for tutors delivering sensitive subjects. • Create internal Job Coach training utilising Occupational and Speech Therapy.
Ensure Study Programmes are individually tailored.	• Develop staff expertise delivering maths and English at Level 1 and Level 2. • Create partnerships with local providers. • Invest in resources for recording RARPA remotely.
Craft a challenging curriculum, preparing learners for life in modern Britain.	• Create plans for a state-of-the-art sports / drama facility at Landmarks, Littlemoor House. • Introduce Traineeships for Retail and Hospitality and Catering • Invest in CEIAG resources.

2 Strategic Ambition 2. Be the post-16 specialist college of choice

Development Action 22-23	Action(s)
Design high quality learning experiences that stimulate curiosity for learning.	• Create an additional vocational Pathway that promotes study of specific subjects. • Introduce new subjects to stimulate curiosity for learning.
Promote the great work that takes place at Landmarks.	• Improve social media activity. • Achieve 2 external Awards that recognise learner outcomes.
Work closely with learners, families, Schools and employers.	• Develop After College Aftercare resources. • Lobby for improved access to the retail industry for Supported Interns.
Extend the reach of Landmarks so more people benefit from its specialist offer.	• Market Supported Internships in Barnsley and Doncaster. GK Only. • Fundraise for a WayFinder mobile hub / van

3 Strategic Ambition 3. To be recognised as a great place to work

Development Action 22-23	Action(s)
Invest in our staff team.	• All staff to be offered internal mentoring. • Invest in HR platform. • Create Landmarks specific SEND training.
Look after our staff.	• Staff report Landmarks as a great place to work, where they are proactively supported. • Follow commitments of the Association of Colleges (AoC) Mental Health and Wellbeing Charter.
Promote mental fitness.	• All staff feel supported by their line manager. • Ensure a consistent and positive approach is taken towards staff wellbeing. • Promote staff wellbeing throughout the organisation.
Support positive work life balance.	• Ensure employee workloads are not excessive. • Introduce family friendly policies and practices.

4 Strategic Ambition 4. Maintain Financial Health

Development Action 22-23	Action(s)
Increase learner numbers.	• Enrol at least 135 ESFA learners and 80 LLL learners.
Develop business opportunities.	• Develop additional vocational training opportunities supported by staff. (Pub, Farm Shop, Hotel?)
Manage finances well.	• Manage budget well, with no greater than 10% variance. • Achieve 3-months free reserves. • Extend mortgage commitment to support Littlemoor site development.
Invest.	• Review pay for all staff and strive for sector leading renumeration and benefits. • Conduct benchmarking activity to determine market position.

Financials at a glance

	Total Income 2022-23	Total Income 2021-22	Total Expenditure 2022-23	Total Expenditure 2021-22
Landmarks Specialist College Ltd	**£4,833,378** (+14.4%)	**£4,225,144**	**£4,677,221** (+24.6%)	**£3,754,927**
Landmarks Training Enterprises Ltd	**£185,929** (-13.3%)	**£214,565**	**£176,202** (-17%)	**£212,385**
Group Performance	**£5,019,307** (+13.1%)	**£4,439,709**	**£4,853,423** (+22.3%)	**£3,967,312**

Performance at a glance

	Year 2022-23	Year 2021-22	Difference
Total number of Learners on role	151	123	+23%
Total number of SI Learners	20	20	0
Number of SI Learners gaining paid employment	16	18	-12%
Number of SI Learners gaining voluntary Employment	4	0	+400%
SI Employability Paid Outcomes (%)	80%	90%	-12%
Total number of staff given CPD	136	120	+13%
Total number of staff (avg)	136	120	+13%

*SI – Supported Internships

Media and other services

	Year 2022-23	Year 2021-22	Difference
Social Media Followers	2,560	2,316	+244
Website Total Page Views	67,715	55,373	+12,342
Unique website visitors	14,669	15,043	+374
Number of unique donors	98	97	+1

In line with our target of improving our outreach, we saw 2022-23 again increase our following and presence in the sector. This is something we continue to work towards in future, with more of an aim towards social media for the 2024-25 Academic/Financial year.

We have also invested in software that tracks donor trends, collects data, and identifies unique visits to our pages. This has allowed us to maintain contact with individuals, explain more about how the funds are being used, and most importantly maintain a relationship that could provide future charitable donations for the college.

We have a number of planned events for the upcoming year, including our Prom, which were heavily attended during the 22/23 Academic/Financial. In previous years events, Landmarks recorded numbers of 120 guests at the most popular attended, due to substantial growth, we recorded over 300 guests at our recent dog show and prom.

How did we progress towards our strategic objective "Maintain Financial Health"?

Increase Learner Numbers
Landmarks numbers increased from 123 to 151 between the academic years 21/22 and 22/23, a growth percentage of 23%, resulting in us receiving top-up funding from the ESFA for substantial in-year growth. The goal of 135 learners by 2025, was achieved in 22/23.

Develop Business Opportunities
Landmarks have developed partnerships with sector leading employers within this year, such as becoming Greene Kings partner of choice for employing those with disabilities in the region. We also established a partnership with Marsdens, NHS Rotherham, placing interns and creating opportunities. As Landmarks continue to expand, we also continue our search for a new premises to purchase, to allow this growth to continue at a steady pace, while maintaining outstanding outcomes.

Manage Finances Well
Landmarks achieved their first ever ESFA grading out Outstanding for the management of college finances in 2021. This has been maintained since at each annual ESFA audit. We have built free reserves to a point where the college is financially sound, having over three months of reserves in the bank at year end. We also endeavour to stay within 10% of all budget lines throughout the year and explain any variances above this level to the Finance Committee and Board of Governors if necessary.

Invest
Each year, we hold a Remuneration Committee, where the full board of Governors, along with the CEO and FD, agree a review of staff conditions based on a benchmarking activity that takes place between the FD and HR Director. Landmarks agreed a sector leading 10% rise for all employees, to help combat the cost-of-living crisis. Investing in staff, through CPD and benchmarking activities, is something we do well for our staff, and contributes towards a high 90% staff satisfaction survey report.

Directors Report
The Governors present their report and the audited financial statements of the charity for the year ended 31 August 2023.
The governors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.
Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

OBJECTIVES AND ACTIVITIES

Objectives and aims
The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

Principle activities
Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or day services. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

In setting our objectives and planning our activities the Governors have given careful consideration to the Charity Commissions general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

Review of activities
Landmarks is an Independent Specialist College for adults who have a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to promote learners' life skills and academic achievements in the pursuit of greater independence, further study, or employment. The five sites, located across Nottinghamshire, Derbyshire and South Yorkshire provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings, employer premises and local facilities.

In 2022/23 the college had a total of 218 learners of which 60% (135) were Education and Skills Funding Agency (ESFA) learners. The remaining learners (40%, 83) were funded through direct payments/social services contracts. Typically, ESFA funded learners transfer to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 to 60.

All learners are engaged in a combination of practical independence, employment, vocational, functional skills; maths, English or digital literacy (through both direct sessions and embedded application). Learners receive tuition in personal and social development, how to keep themselves safe online, at home and in their communities as well having opportunity to study a variety of vocational subjects and qualifications, as well as access to a large range of work experience opportunities, which aim to enhance learners' employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Life in Modern Britain
- Animal Care
- Art & Digital Media
- Music
- Performing Arts
- Horticulture & Land based studies
- Sport & Leisure
- Hospitality & Catering
- Duke of Edinburgh Awards; Bronze, Silver and Gold
- Work Experience
- Employability

The College is governed by a Board of Governors from different professions and business backgrounds.
The College places great significance on working collaboratively and in partnership with a range of other agencies including the ESFA, Local Authorities, Social Services, the Targeted Support/Transitions Service, local Schools, multi-academy trusts, further education colleges, The National Association for Specialist Colleges (NATSPEC) and a range of employers, from small independent to national groups.

Range of facilities and resources, specifically for the use of people with disabilities.
The following are amongst the resources available:

- Working farm and land, with a range of livestock and horticultural curriculum activities that supply college and pub kitchens
- Working Public House, where learners prepare, cook, and serve food and drink to customers
- Catering kitchens and on-site Bistro
- Gardens and greenhouse
- Music and performing arts spaces
- Classrooms, 20 dedicated classrooms/resources (including video and IT equipment, dedicated PCs, and network) across all sites.

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Music room, Bistro, 8 classrooms and outdoor space.

Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continued to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operate their Hospitality and Catering curriculum from September 2016, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.

The Archer enterprise aims to:

- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence, and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

Nottingham House is Landmarks base close to the centre of Nottingham where Employability training and education takes place. Being so close to the centre of Nottingham provides access to numerous new employers, who provide work placements.

Wayfinder Specialist Employment Services has also established a base both at Nottingham House and Eckington High Street, to bolster the presence of their employer support and placement activities so very crucial to the success of the Supported Internship aspect of the Employability Pathway.

Enterprise House is Landmarks new town centre base in Rotherham. This base enables the delivery of both employability and developing independence in the heart of the town in which the learners reside. Accessing their own local community has the greatest impact on improving community access. The new site offers an Art Studio, Media suite, IT studio, Music room, Bistro, and 6 classrooms.

Learners following the Employability Pathway were able to access over 40 employer premises in which to either complete work placements or Internships. As a result, many learners progressed into paid employment across a number of disciplines, chief amongst them being Hospitality and Catering thanks to the established partnership the college has with Greene King pub company.

Such is the college's commitment to its Vision and Mission that it tracks ex-learners and offers support to secure employment should anything happen with their initial employment outcome. In 2022-23 the college continued successful works in supporting learners to secure paid employment as part of their Aftercare After College offer.

Learners following the college's Developing Independence Pathway accessed a variety of academic, vocational and social subjects aimed at improving an individual learner's level of independence, social communication and aspirations for their future, whether that is to access their local community with confidence, progress onto further study at a local mainstream college or secure employment, or occupation, paid or otherwise. The aim being that learners from this Pathway or supported to develop life skills that can lead to productive adult lives where they can be active members of their homey community.

Outcomes for learners are impressive, with leavers on the Employability Pathway achieving the highest rate of paid employment since the Pathway began. So too were the impressive outcomes of those leavers following the Developing Independence Pathway. Many leavers were supported to achieve dual destinations, meaning if work was only part time, they were supported to establish a further activity that together, made for a week with a desired amount of activity for the individual.

College leaders are confident that the quality of education, outcomes, personal and social development as well as leadership and management are at least Good overall, with some emerging Outstanding traits which should be realised in short order.

Quality improvement priorities 2022-23 (Quality Improvement Plan 23-24)
- Develop a strategy for "Life in modern Britain" that emphasises issues that are particularly relevant to the communities where learners live.
- Improve learners' awareness of signs and indicators of radicalisation and extremism.

Management of the associated risks
Governors of the Charity review risks to the organisation closely, featuring in most Governor meetings to ensure the board are aware of the risk to the organisation and the measures in place to reduce likelihood and increase preparedness.

The board of governors along with the Principal, monitor the college risk profile regularly, seeking to reduce short term risks associated with cash flow by creating a finance subcommittee, who report to the wider board, charged with monitoring income and expenditure.

Going Concern
Governors have reviewed at length the project charity performance over at least the next 12-months and are satisfied that there are no material uncertainties related to going concern and that most likely scenarios have been modelled to inform that decision.

The Charity is confident that all its financial commitments will be met in 2024-25 and the foreseeable future whilst ever the EFSA and Local Authorities are able to fund our provision.

Staff Satisfaction
In our recent staff satisfaction survey, Landmarks boasts some brilliant results, 100% of staff said the following were either good or outstanding:

- My awareness of the procedures for handling suspected safeguarding Issues.
- The colleges focus on continuous Improvement.
- Promoting safeguarding.

Top strengths

1. The satisfaction employees gain from working at Landmarks.

2. Managers ability to ensure support is provided for professional development.

3. Employee awareness of handling suspected safeguarding issues.

4. The clarity of the way forward and strategic objectives.

5. Manager Approachability

Reserves Policy

We have determined our free reserves levels should be targeted at 1-3 months total expenditure
This calculation has been made based on benchmarking ourselves with other similar sized charitable organisations.
Free Reserves at 31st August 2023 were £1.2m – approximately 3.9 months of expenditure. Financial budget of 2023-24 we forecast Landmarks Free Reserves to be at c£1.5m on 31st August 2024, notwithstanding unforeseen expenditure.

Reserves

1.1 The Charity Commission's CC19 guidance states: "There is no single level or even a range of reserves that is right for all charities. Any target set by governors for the level of reserves to be held should reflect the circumstances of the individual charity. To do this, governors need to know why the charity should hold reserves and, having identified those needs, the governors should consider how much should be held to meet them."

2.1 This policy sets out our free reserves, which are defined as unrestricted funds excluding fixed assets and defined benefit pensions. These free reserves include short-term investment balances, cash, and other working capital balances.

2.2 As part of effective financial management, we hold reserves to ensure we can manage:

- Financial impact of risk. There are a range of risks we face, including the risk of an unforeseen drop in income or unbudgeted increases in expenditure.

- Working capital. A significant proportion of our reserves are represented by non-cash assets and liabilities, such as accrued legacy income, other debtors, and stock. These reserves are not readily available.

2.3 A detailed review of the financial risks we face is monitored on an ongoing basis, and our assessments on the possible financial impact of those risks have been incorporated into the reserves range we have calculated.

Long-term commitments

3.1 There is no current requirement to make allowance within the reserves range for future plans and commitments.

3.2 Although we have long-term financial commitments with our staff and leasehold properties, these commitments will be funded exclusively through future cash inflows.

3.3 Future expenditure will be set in line with future income, and therefore specific long-term funds have not been set aside within reserves.

Target range for reserves

4.1 The target range is set at 1-3 months expenditure - roughly equating to c£1,184,000 in 2022-23.

4.2 The Board of Governors consider that this target range provides sufficient flexibility in the context of operational requirements, and for an organisation of our size and complexity.

Responsibilities
5.1 The Board of Governors are responsible for ensuring that we manage our resources responsibly, and that we act in the best interests of the organisation and the people we serve. The Board has responsibility for approving and monitoring the implementation of this policy.

5.2 The CEO and Chair of Governors are responsible for monitoring and supervision of the current and future financial situation and associated risks to the organisation. The committee has responsibility for reviewing this policy and making recommendation for approval to the Board.

5.3 The CEO is responsible for providing clear and focused leadership of the organisation, and to ensure our financial stability.

5.4 The CEO is the policy owner and is responsible for managing our reserves level within the policy range, ensuring this policy is reviewed in line with corporate requirements with assistance from the Finance Lead.

Laws and regulations
6.1 As a registered charity, we are required to meet relevant legal and regulatory requirements.

6.2 This policy sets out the framework we have in place to confirm the level of reserves we have determined is appropriate for our organisation and draws upon guidance such as the Charity Commission's CC19.

Investment Policy
Landmarks receive income on an annual basis, for learners within year from Councils, and on a lagged basis from the government. We plan effectively based on application approval success of previous years and forecast learner numbers based on each stage of the process. We allow ourselves to maintain a prudent level of free reserves, to cover any unexpected or expediential drop in learner numbers to cover risks associated. Landmarks board of Governors have always felt that investment for the longer term is not something that is necessary. The investment Landmarks make is in the provision expansion and improvements and not for short term financial gains. Our policy is therefore to review our bank accounts to ensure we get the best interest rates possible at the time for our funds, this is reviewed annually by the Finance Committee.

Landmarks Board of Governors considers it is not necessary for Landmarks to create an ethical investment policy in the near future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Charity constitution
The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014, 21 September 2016 and 24 April 2021, registered charity number 1047557.

The principle object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

Recruitment and appointment of new governors

The management of the company is the responsibility of the Governors who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Governors are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a governor, they are invited to meet the Principal and are given a tour of the college.

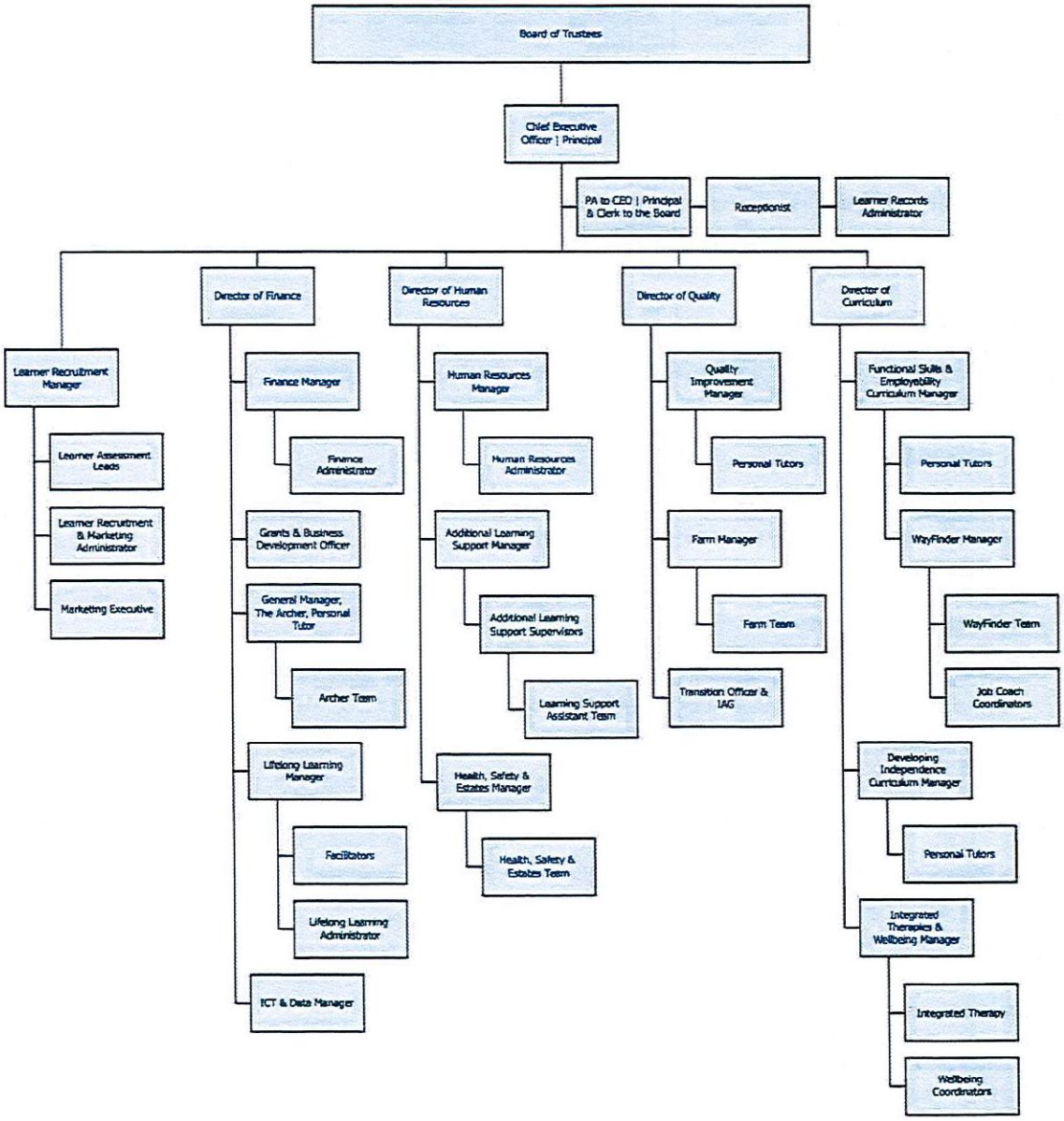
If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next governor meeting and meet with the Chair of Governors on a 1:1 basis. If both parties are in agreement, Governors are asked to consider the application and vote on membership.

Each year governors receive training pertinent to the college, covering areas of:

- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

Landmarks structure

Landmarks is governed by a Board of voluntary Governors, none of whom are paid by Landmarks, and any conflicts of interest are declared within the accounts. The board of governors do not have control of the day-to-day operational duties of Landmarks Specialist College but are heavily involved in an advisory capacity at meetings, and each lead a subcommittee meaning that they are very aware of the activities taking place. The following organogram shows the employment structure of Landmarks, with the Principle reporting directly to, and held accountable by, the board of governors.



Remuneration
Landmarks host an internal Remuneration Committee annually in December of each year. We are committed, as part of our strategic priority "managing finances responsibly" to invest in our staff team, which ensure we attract best in class staff to support our learners. It also allows internal development of staff, so that we can promote from within the organisation, and develop a strong management structure that know the charitable objectives, and what we are trying to achieve.

In accordance with the Statement of Recommended Practice (SORP) Landmarks Accounts disclose:

- All pay to Governors (No pay is received outside of expenses)
- The number of staff in receipt of more than £60,000 per annum (in bands of £10,000)
- The annual remuneration decision for the staff pay decision.

The remuneration Committee consists of the Chair of Governors, the entire governor cohort, the CEO, FD and HR Director. The board make the decision, based on benchmarking activities and inflation presentations provided by the operational team. The staff team mentioned are not involved in the decision process and are only presenting facts and figures surrounding affordability of all options.

Statement of Purpose
- To consider, approve and report to the Board of Governors on decisions regarding the remuneration package, terms, and conditions (including the annual reviews of such) and, where appropriate, severance payments of the:
- College Principal and Chief Executive
- College Executive Team
- College Employees.

Role and Remit
In relation to its purpose (above), the Committee will consider:

- That senior management should be fairly rewarded for their individual performance and contribution to the College's overall performance.
- Where, in terms of remuneration, the College stands in relation to other comparable institutions in the sector.
- To oversee and approve policy and decision-making in relation to cost of living reviews.
- The relationship between gender and remuneration and the narrowing of gaps.
- The adequacy of pension arrangements and the cost implication of pension arrangement, including the pension effect of remuneration proposals.
- To consider and respond to any appeals made by senior executives in relation to Purpose above.
- To undertake other relevant duties as determined by the Board of Governors.

For the 2022/23 financial year, Landmarks agreed an 10% pay increase for all staff. One member of staff earned more than £60,000 per annum and that was the College CEO.

Landmarks are now a Real Living Wage employer from 2023.

STATEMENT OF GOVERNORS' RESPONSIBILITIES
The governors (who are also the directors of Landmarks Specialist College for the purposes of company law) are responsible for preparing the Report of the Governors and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

STATEMENT OF GOVERNORS' RESPONSIBILITIES - continued

Company law requires the governors 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the governors are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the governors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the governors 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.

AUDITORS

The auditors, Sutton McGrath Hartley, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of governors on 13/05/2024 and signed on its behalf by:

P F Battiste - Governor

Report of the Independent Auditors to the Members of Landmarks Specialist College

Opinion

We have audited the financial statements of Landmarks Specialist College (the 'parent charitable company') for the year ended 31 August 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated Statement of Financial Position, the Charitable Company Statement of Financial Position and the Consolidated Statement of Cash Flows 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the governors' 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 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 governors with respect to going concern are described in the relevant sections of this report.

Other information

The governors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Governors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Governors 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Governors.

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

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

Responsibilities of governors
As explained more fully in the Statement of Governors' Responsibilities, the governors (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 governors 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 governors are responsible for assessing the 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 governors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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

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

Our assessment of the susceptibility to material misstatement, whether by fraud or error, is made in a risk based approach.

In this approach, laws and regulations applicable to the entity, such as the Companies Act 2006, United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102, Charities SORP, employment law, and Health and Safety law is considered. The policies and controls the entity has in place to comply with these laws are reviewed, by discussion, reviews of correspondence and registrations monitored by external bodies. The engagement team remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

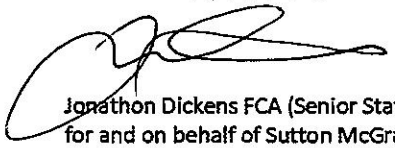
Policies and controls relating to the risk of material misstatement as a result of fraud, management override of controls, and revenue recognitions are also considered. These are assessed by obtaining an understanding of the charity's operations and control environment. The policies and controls have been reviewed by discussion, review and sample testing of accounting entries, including journals, challenging assumptions and judgements, reviewing and evaluating related parties transactions, and wider background searches. Testing of income recognition, going concern and fund accounting is also completed.

We have ensured that the engagement team have appropriate levels of competence and experience to effectively monitor these risks and carry out work relevant to our assessment of each risk, including consideration of the sector the charity operates in and its size and complexity.

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. This description forms part of our Report of the Independent Auditors.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathon Dickens FCA (Senior Statutory Auditor)
for and on behalf of Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

Date: 13/05/2024

Landmarks Specialist College

Consolidated Statement of Financial Activities for the Year Ended 31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**1,783**	-	**1,783**	189
Charitable activities	5				
Charitable activities		**4,808,755**	**16,000**	**4,824,755**	4,219,962
Other trading activities	3	**190,012**	-	**190,012**	219,224
Investment income	4	**1,393**	-	**1,393**	44
Other income		**1,364**	-	**1,364**	290
Total		**5,003,307**	**16,000**	**5,019,307**	4,439,709
EXPENDITURE ON					
Raising funds	6	**176,202**	-	**176,202**	212,385
Charitable activities	7				
Charitable activities		**4,673,276**	**3,945**	**4,677,221**	3,754,927
Total		**4,849,478**	**3,945**	**4,853,423**	3,967,312
NET INCOME		**153,829**	**12,055**	**165,884**	472,397
RECONCILIATION OF FUNDS					
Total funds brought forward		**1,691,701**	-	**1,691,701**	1,219,304
TOTAL FUNDS CARRIED FORWARD		**1,845,530**	**12,055**	**1,857,585**	1,691,701

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Financial Position
31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	14	**1,464,120**	**12,055**	**1,476,175**	1,031,023
Investments	15	**-**	**-**	**-**	-
		1,464,120	**12,055**	**1,476,175**	1,031,023
CURRENT ASSETS					
Stocks	16	**21,779**	-	**21,779**	20,902
Debtors	17	**157,341**	-	**157,341**	225,930
Cash at bank and in hand		**1,258,328**	-	**1,258,328**	1,085,122
		1,437,448	-	**1,437,448**	1,331,954
CREDITORS					
Amounts falling due within one year	18	**(210,158)**	-	**(210,158)**	(241,596)
NET CURRENT ASSETS		**1,227,290**	-	**1,227,290**	1,090,358
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,691,410**	**12,055**	**2,703,465**	2,121,381
CREDITORS					
Amounts falling due after more than one year	19	**(845,880)**	-	**(845,880)**	(429,680)
NET ASSETS		**1,845,530**	**12,055**	**1,857,585**	1,691,701
FUNDS	22				
Unrestricted funds				**1,845,530**	1,691,701
Restricted funds				**12,055**	-
TOTAL FUNDS				**1,857,585**	1,691,701

The financial statements were approved by the Board of Governors and authorised for issue on ...13/09/2024... and were signed on its behalf by:

.....

P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Charitable Company Statement of Financial Position
31 August 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	14	1,463,338	12,055	1,475,393	1,029,439
Investments	15	1	-	1	1
		1,463,339	-	1,475,394	1,023,962
CURRENT ASSETS					
Stocks	16	15,201	-	15,201	15,201
Debtors	17	170,142	-	170,142	286,505
Cash at bank and in hand		1,232,996	-	1,232,996	1,002,884
		1,418,339	-	1,418,339	1,304,590
CREDITORS					
Amounts falling due within one year	18	(200,530)	-	(200,530)	(217,572)
NET CURRENT ASSETS		1,217,809	-	1,217,809	1,087,018
TOTAL ASSETS LESS CURRENT LIABILITIES		2,681,147	12,055	2,693,202	2,116,458
CREDITORS					
Amounts falling due after more than one year	19	(845,880)	-	(845,880)	(429,680)
NET ASSETS		1,835,267	12,055	1,847,322	1,686,778
FUNDS					
Unrestricted funds				1,835,267	1,686,778
Restricted funds				12,055	-
TOTAL FUNDS				1,847,322	1,686,778

The 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. The net movement in funds for the year of the charitable company was £160,544 (2022: £504,964).

The financial statements were approved by the Board of Governors and authorised for issue on .....13/05/2024..... and were signed on its behalf by:

P F Battiste - Governor

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Cash Flows for the Year Ended 31 August 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	354,078	542,318
Interest paid		38,177	12,000
Net cash provided by operating activities		392,255	554,318
Cash flows from investing activities			
Purchase of tangible fixed assets		(636,999)	(153,437)
Sale of tangible fixed assets		-	500
Interest received		1,393	44
Net cash used in investing activities		(635,606)	(152,893)
Cash flows from financing activities			
New loans in year		869,600	-
Loan repayments in year		(453,761)	(23,781)
Net cash provided by/(used in) financing activities		415,839	(23,781)
Change in cash and cash equivalents in the reporting period		172,488	377,644
Cash and cash equivalents at the beginning of the reporting period	2	1,085,122	707,478
Cash and cash equivalents at the end of the reporting period	2	1,257,610	1,085,122

The notes form part of these financial statements

Notes to the Consolidated Statement of Cash Flows for the Year Ended 31 August 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**165,884**	472,397
Adjustments for:		
Depreciation charges	**191,847**	148,973
Profit on disposal of fixed assets	**-**	(500)
Interest received	**(1,393)**	(44)
Interest paid	**(38,177)**	(12,000)
Increase in stocks	**(877)**	(15,587)
Decrease/(increase) in debtors	**68,589**	(67,359)
(Decrease)/increase in creditors	**(31,795)**	16,438
Net cash provided by operations	**354,078**	542,318

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023	2022
	£	£
Cash in hand	**1,122**	1,122
Notice deposits (less than 3 months)	**1,257,206**	1,084,000
Overdrafts included in bank loans and overdrafts falling due within one year	**(718)**	-
Total cash and cash equivalents	**1,257,610**	1,085,122

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/9/22	Cash flow	At 31/8/23
	£	£	£
Net cash			
Cash at bank and in hand	**1,085,122**	**173,206**	**1,258,328**
Bank overdraft	**-**	**(718)**	**(718)**
	1,085,122	**172,488**	**1,257,610**
Debt			
Debts falling due within 1 year	**(19,401)**	**361**	**(19,040)**
Debts falling due after 1 year	**(429,680)**	**(416,200)**	**(845,880)**
	(449,081)	**(415,839)**	**(864,920)**
Total	**636,041**	**(243,351)**	**392,690**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	10% on cost and 2% on cost
Short leasehold	-	Straight line over the remaining period
Fixtures and fittings	-	20% on cost
Motor vehicles	-	25% on cost

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The company is considered to pass the test set out in Sch. 6, para. 1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for the UK corporation tax purposes. Accordingly, the company is potentially exempt from the taxation in respect of income or capital gains received within categories covered in Pt. 11 CH. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the governors.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

continued...

1. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Financial instruments
The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective method.

Employee benefits
When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable. Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

Going concern
The financial statements have been prepared on a going concern basis as the governors believe that no material uncertainties exist. The governors have considered the level of funds held and the expected level of the income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

continued...

1. ACCOUNTING POLICIES - continued

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

Critical accounting estimates and assumptions:
The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Basis of consolidation
The financial statements consolidate the accounts of Landmarks Specialist College and its subsidiary undertaking, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	**2023 Total funds**	2022 Total funds
	£	£	**£**	£
Donations	**1,783**	**-**	**1,783**	189

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	**2023 Total funds**	2022 Total funds
	£	£	**£**	£
Fundraising events	**3,683**	-	**3,683**	4,260
Archer Pub income	**185,929**	-	**185,929**	214,564
Apperknowle livery income	**400**	-	**400**	400
	190,012	-	**190,012**	219,224

continued...

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds
	£	£	£	£
Deposit account interest	1,393	-	1,393	44

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023	2022
		£	£
Income received for education services	Charitable activities	4,791,317	4,119,059
Grants	Charitable activities	33,438	100,903
		4,824,755	4,219,962

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Capital grants	-	2,000
Lottery sport grant	-	9,980
General	33,438	88,923
	33,438	100,903

6. RAISING FUNDS

Other trading activities

	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds
	£	£	£	£
Trading costs	110,792	-	110,792	136,454
Trading activities - other costs	65,410	-	65,410	75,931
	176,202	-	176,202	212,385

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Charitable activities	**4,664,321**	**12,900**	**4,677,221**

8. SUPPORT COSTS

	Governance costs
	£
Charitable activities	**12,900**

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	**186,845**	148,973
Surplus on disposal of fixed assets	**-**	(500)

10. AUDITORS' REMUNERATION

	2023	2022
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	**12,900**	12,900

11. GOVERNORS' REMUNERATION AND BENEFITS

During the year, no Governors received any remuneration or other benefits (2022 - £Nil).

Governors' expenses

During the year, expenses were made to one governors for general expenses totalling £383 (2022 - £Nil).

continued...

12. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	2,887,771	2,293,741
Social security costs	238,362	185,524
Other pension costs	154,547	119,016
	3,280,680	2,598,281

The average monthly number of employees during the year was as follows:

	2023	2022
Total	136	120

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

	2023	2022
£80,001 - £90,000	-	1
£90,001 - £100,000	1	-
	1	1

Key management personnel remuneration for the year including Employers' NI and Pension totalled £295,301 (2022: £296,618). The Governors consider key management personnel to be the senior leadership team.

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	189	-	189
Charitable activities			
Charitable activities	4,207,982	11,980	4,219,962
Other trading activities	219,224	-	219,224
Investment income	44	-	44
Other income	290	-	290
Total	4,427,729	11,980	4,439,709
EXPENDITURE ON			
Raising funds	212,385	-	212,385
Charitable activities			
Charitable activities	3,744,947	9,980	3,754,927
Total	3,957,332	9,980	3,967,312
NET INCOME	470,397	2,000	472,397
Transfers between funds	2,000	(2,000)	-
Net movement in funds	472,397	-	472,397
RECONCILIATION OF FUNDS			
Total funds brought forward	1,219,304	-	1,219,304
TOTAL FUNDS CARRIED FORWARD	1,691,701	-	1,691,701

continued...

14. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2022	1,036,121	10,896	702,384	50,522	1,799,923
Additions	400,000	-	189,711	47,288	636,999
At 31 August 2023	1,436,121	10,896	892,095	97,810	2,436,922
DEPRECIATION					
At 1 September 2022	291,529	7,088	427,669	42,614	768,900
Charge for the year	53,728	1,090	124,693	12,336	191,847
At 31 August 2023	345,257	8,178	552,362	54,950	960,747
NET BOOK VALUE					
At 31 August 2023	1,090,864	2,718	339,733	42,860	1,476,175
At 31 August 2022	744,592	3,808	274,715	7,908	1,031,023

The freehold property is secured against the bank loans of the charity.

Charity

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2022	1,036,121	10,896	697,305	50,522	1,794,844
Additions	400,000	-	189,711	47,288	636,999
At 31 August 2023	1,436,121	10,896	887,016	97,810	2,431,843
DEPRECIATION					
At 1 September 2022	291,529	7,088	424,174	42,614	765,405
Charge for the year	53,728	1,090	123,891	12,336	191,045
At 31 August 2023	345,257	8,178	548,065	54,950	956,450
NET BOOK VALUE					
At 31 August 2023	1,090,864	2,718	338,951	42,860	1,475,393
At 31 August 2022	744,592	3,808	273,131	7,908	1,029,439

continued...

15. FIXED ASSET INVESTMENTS

	2023	2022
	£	£
Landmarks Training Enterprises Limited	1	1

The following was a subsidiary undertaking of the charitable company:

	Company number	Class of shares	Holding
Landmarks Training Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
Landmarks Training Enterprises Limited	185,929	176,202	9,727	10,262

The entity is exempt from the requirements of the Companies Act relating to the audit of the individual accounts by virtue of S479a of the Act.

16. STOCKS

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Bar and food stock	6,578	5,701	-	-
Farm stock	15,201	15,201	15,201	15,201
	21,779	20,902	15,201	15,201

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Trade debtors	82,213	143,524	82,213	143,524
Amounts owed by group undertakings	-	-	14,333	62,375
Other debtors	12,991	13,207	12,991	13,207
Prepayments and accrued income	62,137	69,199	60,605	67,399
	157,341	225,930	170,142	286,505

continued...

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Bank loans and overdrafts (see note 20)	19,758	19,401	19,758	19,401
Trade creditors	27,431	106,321	24,004	89,932
VAT	4,951	2,645	-	-
Other creditors	125,389	81,488	125,389	81,488
Accruals and deferred income	32,629	31,741	31,379	26,751
	210,158	241,596	200,530	217,572

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and Charity

	2023	2022
	£	£
Bank loans (see note 20)	845,880	429,680

20. LOANS

Group and Charity

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank overdrafts	718	-
Bank loans	19,040	19,401
	19,758	19,401
Amounts falling between one and two years:		
Bank loans - 1-2 years	20,829	20,509
Amounts falling due between two and five years:		
Bank loans - 2-5 years	101,441	67,702
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	723,610	341,469

continued...

21. LEASING AGREEMENTS

Group and Charity

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£	£
Within one year	57,583	93,146
Between one and five years	6,978	18,273
	64,561	111,419

Lease payments recognised as an expense during the year totalled £75,280 (2022: £58,151).

continued...

22. MOVEMENT IN FUNDS

	At 1/9/22 £	Net movement in funds £	At 31/8/23 £
Unrestricted funds			
General fund	1,686,778	148,489	1,835,267
Subsidiary Company Reserves	4,923	5,340	10,263
Restricted funds	1,691,701	153,829	1,845,530
Savoy Kitchen Equipment Grant	-	12,055	12,055
TOTAL FUNDS	1,691,701	165,884	1,857,585

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,821,765	(4,673,276)	148,489
Subsidiary Company Reserves	181,542	(176,202)	5,340
Restricted funds	5,003,307	(4,849,478)	153,829
Savoy Kitchen Equipment Grant	16,000	(3,945)	12,055
TOTAL FUNDS	5,019,307	(4,853,423)	165,884

Comparatives for movement in funds

	At 1/9/21 £	Net movement in funds £	Transfers between funds £	At 31/8/22 £
Unrestricted funds				
General fund	1,181,814	502,964	2,000	1,686,778
Subsidiary Company Reserves	37,490	(32,567)	-	4,923
Restricted funds	1,219,304	470,397	2,000	1,691,701
Capital Grants	-	2,000	(2,000)	-
TOTAL FUNDS	1,219,304	472,397	-	1,691,701

continued...

22. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,246,897	(3,743,933)	502,964
Subsidiary Company Reserves	180,832	(213,399)	(32,567)
	4,427,729	(3,957,332)	470,397
Restricted funds			
Lottery Sport Grant	9,980	(9,980)	-
Capital Grants	2,000	-	2,000
	11,980	(9,980)	2,000
TOTAL FUNDS	4,439,709	(3,967,312)	472,397

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/21 £	Net movement in funds £	Transfers between funds £	At 31/8/23 £
Unrestricted funds				
General fund	1,181,814	651,453	2,000	1,835,267
Subsidiary Company Reserves	37,490	(27,227)	-	10,263
	1,219,304	624,226	2,000	1,845,530
Restricted funds				
Capital Grants	-	2,000	(2,000)	-
Savoy Kitchen Equipment Grant	-	12,055	-	12,055
	-	14,055	(2,000)	12,055
TOTAL FUNDS	1,219,304	638,281	-	1,857,585

continued...

22. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	9,068,662	(8,417,209)	651,453
Subsidiary Company Reserves	362,374	(389,601)	(27,227)
	9,431,036	(8,806,810)	624,226
Restricted funds			
Lottery Sport Grant	9,980	(9,980)	-
Capital Grants	2,000	-	2,000
Savoy Kitchen Equipment Grant	16,000	(3,945)	12,055
	27,980	(13,925)	14,055
TOTAL FUNDS	9,459,016	(8,820,735)	638,281

Lottery sport grant
Money received to contribute towards sports projects within the year.

Capital grants
Monies received from the Department of Education to maintain buildings and fund capital projects.

Savoy Kitchen Equipment grant
Grant received to fund the purchase of kitchen equipment for Phoenix House.

23. RELATED PARTY DISCLOSURES

The charitable company owns 100% of its subsidiary Landmarks Training Enterprises Limited. During the year, expenditure was recharged of £19,731 to the subsidiary company (2022: £38,595) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £13,368 (2022: £62,375) are included within debtors owed to the parent company.

No amounts were written off during the period, and no amount was outstanding at the year end.

Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

REGISTERED COMPANY NUMBER: 03039522 (England and Wales)
REGISTERED CHARITY NUMBER: 1047557

Report of the Trustees and

Financial Statements for the Year Ended 31 August 2022

for

Landmarks Specialist College

Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

WEDNESDAY
AC3PSIØA
A12 17/05/2023 #94
COMPANIES HOUSE

Landmarks Specialist College

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Landmarks Specialist College

Reference and Administrative Details
for the Year Ended 31 August 2022

TRUSTEES	P F Battiste Ms G Morris (resigned 26/9/2022) Ms C O'Neill J Spooner (resigned 20/10/2022) Ms S M Windle (resigned 6/10/2022) G Staniforth (resigned 6/4/2022) A E Scott (appointed 27/1/2023) C C Pickup (appointed 18/10/2022) M J Hilton (appointed 14/11/2022)
COMPANY SECRETARY	L T Brocklesby
REGISTERED OFFICE	Littlemoor House Littlemoor Eckington Sheffield S21 4EF
REGISTERED COMPANY NUMBER	03039522 (England and Wales)
REGISTERED CHARITY NUMBER	1047557
AUDITORS	Sutton McGrath Hartley 5 Westbrook Court Sharrowvale Road Sheffield South Yorkshire S11 8YZ
SOLICITORS	Knights 14 Commercial St Sheffield S1 2AT
BANKERS	Barclays 121 Norfolk Row Sheffield S1 2JW

Report of the Trustees
for the Year Ended 31 August 2022

The Trustees present their report and the audited financial statements of the charity for the year ended 31 August 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

Principle activities

Landmarks has a proud reputation for designing individualised education and support programmes for young people with additional needs, supporting them to achieve their life goals be that; employment, higher education and/or day services. We aim to ensure that our learners' lives are impacted positively as a result of learning at Landmarks.

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commissions general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

Achievements and performance

a) Review of activities

Landmarks is an independent Specialist College for adults who have a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to promote learners life skills and academic achievements in the pursuit of greater independence, further study or employment. The five sites, located across Nottinghamshire, Derbyshire and South Yorkshire, provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings, employer premises and local facilities.

In 2021/22 the college had a total of 185 learners of which 66% (121) were Education and Skills Funding Agency (ESFA) learners. The remaining learners were funded through direct payments/social services contracts. Typically, ESFA funded learners transfer to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 to 60.

All learners are engaged in a combination of practical independence, employment, vocational, skills for life (through both discrete and embedded provision) and ESFA funded learners received tuition in English and mathematics, digital technology and personal and social development as well as a variety of vocational qualifications and real work opportunities which enhance their employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Enterprise
- Animal Care
- Art & Craft
- Horticulture & Conservation
- Sport & Leisure
- Hospitality & Catering
- Work Experience
- Employability
- Duke of Edinburgh Award

OBJECTIVES AND ACTIVITIES

The College is governed by a Board of Trustees from different professions and business backgrounds
The College places great significance on working collaboratively and in partnership with a range of other agencies including the ESFA, Local Authorities, Social Services, the Targeted Support/Transitions Service, Peer Review & Development Groups for the East Midlands, local further education colleges, The National Association for Specialist Colleges (NATSPEC), multi-academy trusts (NEXUSMat) and a range of employers, from small independent to national groups.

Range of facilities and resources, specifically for the use of people with disabilities
The following are amongst the resources available:
- Working farm and land, with a range of livestock and horticultural curriculum activities
- Working Public House
- Catering kitchens and on-site Bistro
- Gardens and greenhouse
- General craft workshop and woodwork workshop
- Classrooms, 20 dedicated classrooms/resources (including video and IT equipment, dedicated PCs and network) across all sites.

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Music room, Bistro, 8 classrooms and outdoor space.
Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continued to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operate their Hospitality and Catering curriculum from September 2016, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.

The Archer enterprise aims to:
- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

Nottingham House is Landmarks base close to the centre of Nottingham where Employability training and education takes place. Being so close to the centre of Nottingham provides access to numerous new employers, who provide work placements.

Wayfinder Specialist Employment Services has also established a base both at Nottingham House and Eckington High Street, to bolster the presence of their employer support and placement activities so very crucial to the success of the Supported Internship aspect of the Employability Pathway.

Milestone House is Landmarks city centre base in Rotherham. This base enables the delivery of both employability and developing independence in the heart of the city in which the learners reside. Accessing their own local community has the greatest impact on improving community access.

b) Learner achievement 2021-22
Learners following the Employability Pathway were able to access over 40 employer premises in which to either complete work placements or Internships. As a result many learners progressed into paid employment across a number of disciplines, chief amongst them being Hospitality and Catering thanks to the established partnership the college has with Greene King pub company.

OBJECTIVES AND ACTIVITIES

Such is the college's commitment to its Vision and Mission that it tracks ex-learners and offers support to secure employment should anything happen with their initial employment outcome. In 2021-22 the college continued successful works in supporting learners to secure paid employment as part of their Aftercare After College offer.

Learners following the college's Developing Independence Pathway accessed a variety of academic, vocational and social subjects aimed at improving an individual learners level of independence, social communication and aspirations for their future, whether that is to access their local community with confidence, progress onto further study at a local mainstream college or secure employment, or occupation, paid or otherwise. The aim being that learners from this Pathway or supported to develop life skills that can lead to productive adult lives where they can be active members of their homey community.

Outcomes for learners are impressive, with leavers on the Employability Pathway achieving the highest rate of paid employment since the Pathway began. So too were the impressive outcomes of those leavers following the Developing Independence Pathway. Many leavers were supported to achieve dual destinations, meaning if work was only part time, they were supported to establish a further activity that together, made for a week with a desired amount of activity for the individual.

College leaders are confident that the quality of education, outcomes, personal and social development as well as leadership and management are at least Good overall, with some emerging Outstanding traits which should be realised in short order.

Financial review and reserves policy

The financial year aligns to the academic year.
Financial Review of 2021/22;
The total income increased from £3,647,083 to £4,439,709 and total expenditure from £3,224,788 to £3,967,312.

The 2021/22 financial year concluded with a net income of £472,397 (2021 net income £422,295). Total funds carried forward at the year-end were £1,691,701 (2021: £1,219,304) of which £50,000 was designated funds (Littlemoor House Roof) and £nil are restricted funds.

Free Reserves at 31st August 2022 were £1.1m - approximately 3.3 months of free reserves and is higher than the policy of 1-3 months total expenditure. Financial Budget of 2022-23 We Forecast Landmarks Free Reserves to be at c.£1.41m on 31st August 2023, notwithstanding unforeseen expenditure.

Total income is expected to rise to £4,694,151, an increase of c£254k, with a surplus of £298k forecast(due to rises in costs of energy, rent and services). Landmarks continues to budget conservatively, not reflecting any in-year growth income. However, we do anticipate additional top-up funding for 22 learners, totalling c£115k uplift, Impacting the surplus positively c.£413k.

The principle funding for charitable activities is from central government and local authorities for education services for its learners.

As we look to continue to expand, The purchase of Apperknowle Farm has proved in recent years to be a success, this investment ensured that the charity was able to operate in high quality teaching environments and continue to attract a modest increase in learners enrolling onto programmes of study. This increased learner roll led to increased income and enabled Landmarks to return to another surplus for the year ended 31 August 2022 for the fifth year running, with net current assets, progress towards positive free reserves, and a positive cash flow. Learner numbers have increased to 207 and are expected to increase again in 2023 and beyond. The latest management accounts to 31 August 2022 show that the above measures are continuing to have a positive effect and the college is outperforming its budget during the first quarter of 2022/23.

The reserves policy was confirmed by the Trustees and the Charity which established a free reserve of between one to three months average expenditure so as to meet short term debts and liabilities.

OBJECTIVES AND ACTIVITIES

Landmarks strategic priorities

Development Plan
The Strategic Plan sets out wider aims agreed by the Trustees for the academic year. It states how the Landmarks' mission statement will be achieved and links to the budget set for that year. Landmarks has a well-established cycle of development and improvement and the self-assessment priorities provide targets for achieving this. The performance of the college is monitored by the Board of Trustees, Local Authority funders and Ofsted (regarding quality of college provision) and the collection and analysis of data to support trustee and college leaders' judgements made is crucial to accurate self-assessment.

Strategic vision
Landmarks vision is 'to be recognised nationally for transforming the lives of our learners'. Whilst accessing Landmarks' provision learners will be challenged to achieve their potential within a supportive, motivating and fulfilling environment.

The college will achieve this by concentrating on four core strategic aims:
- Deliver an outstanding learner experience
- Be the college of choice
- To be recognised as a great place to work
- Maintain financial health

The current political and economic climate presents a number of significant challenges for this sector. The cost of living crisis places additional pressure on the payroll budget and earning standards of those Landmarks employ and as a result staff seeking better terms in other industries is on the rise.

We intend to study the emerging impact of government measures to minimise the cost of living crisis and adjust our financial planning models accordingly to support our expert staff team. We are keen to explore new delivery models and remain flexible and responsive to change.

Landmarks will position itself as a key player in delivering programmes for individuals with who wish to improve their independent living skills and secure employment for whom mainstream provision is inappropriate.

The 2021-2022 Quality Improvement Plan clearly articulated the targets we needed to focus on to continue to enhance quality and breadth of provision and ultimately to improve the quality of the learners' experiences and the outcomes they secure.

The Charity's income from EFSA was not affected and all expected income was received.

Quality improvement priorities 2021-22 (Quality Improvement Plan 21-22)
- Improve transition planning arrangements, so that 80% of learners maintain their outcomes beyond 3 years.
- Ensure all learners on the Developing Independence Pathway access some form of work experience.
- To encourage learners to use subject-specific, professional and technical vocabulary.
- Develop the breadth of curriculum so that more learners develop life skills, interests and hobbies beyond the focus of their programmes.
- Improve delivery of safeguarding, prevent and British Values so that all learners are prepared well for life in modern Britain.
- Develop the information, advice and guidance offer to parents and carers to support learners' wider networks, including developing a consistent means of interacting with parents/carers.
- Develop the information, advice and guidance offer to learners with mental health difficulties to support them to receive the most appropriate care via signposting and working with external organisations.
- Develop the enrichment curriculum so that learners are able to develop and discover their interests and talents across all sites and Pathways.

OBJECTIVES AND ACTIVITIES

- Develop observation processes so that college leaders can make judgements about learners' behaviour and attitudes outside sessions.
- Develop the work of the Learner Council, so that they impact college-wide policy making and awareness raising of council issues to learners across all sites.
- Participate in skills competitions / projects, so that learners have opportunities to demonstrate positive attitudes and commitment.
- Utilising ICT to develop ways in which learners can provide independent feedback on how they feel they are progressing.
- Ensure staff are aware of, understand and consistently apply the curriculum intent.
- Ensure implementation of the curriculum is standardised across all sites and Pathways of the college.
- Deliver effective training and development activities to improve tutor pedagogy and the effectiveness of learning support deployment.
- Further develop tutor and learning support assistant knowledge on how to challenge learners to working at different academic levels in mathematics, English and ICT.
- Review qualifications on offer, so that those learners can achieve qualifications appropriate to their academic level and or occupational outcome.
- Develop an ICT strategy for the whole curriculum, so that learner's confidence using technology is improved.
- Continue to improve the setting of RARPA targets through regular review, to ensure that RARPA targets are sequential and clearly demonstrate skill development over time.
- College leaders to ensure college managers, tutors and Learning Support Assistants receive focussed and highly effective professional development.
- College leaders to ensure that regular, frequent and meaningful engagement takes place with staff at all levels.
- College leaders to ensure staff wellbeing issues are not due to excessive workload demands at all levels and in all roles.

Require mandatory completion of all internal staff and learner surveys.

- Trustees to develop Governance improvement planning activities so that leadership and management becomes outstanding by 2021.
- Trustees and college leaders evidence the continuous and sustainable positive impact Landmarks has on learners, families, and the local community / economy.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Charity constitution

The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014, 21 September 2016 and 24 April 2021, registered charity number 1047557.

The principle object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Trustees are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a trustee, they are invited to meet the Principal and are given a tour of the college.

If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next trustee meeting and meet with the Chair of Trustees on a 1:1 basis. If both parties are in agreement, Trustees are asked to consider the application and vote on membership.

Each year trustees receive training pertinent to the college, covering areas of:
- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

Organisational structure

The Trustees are appointed as outlined above and consist of those with a background in education and working with people with disabilities, human resources and private training provision. All Trustees are experienced in their roles and have in-depth knowledge and experience of the sector. Additional training is available on request or when directed by the Trustees.

The day to day management is the responsibility of the Principal, whilst strategic and financial decisions are made by the Trustees with input from the Principal.

Key management remuneration

The pay of the senior management team is reviewed annually, and any increases are agreed by the board. The senior management team are remunerated based on experience level and industry characteristics for their job role.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

Major risks have been assessed and reviewed and are fully documented on the risk register. Procedures to manage these risks are maintained and reviewed on a regular basis.

The College operates from its site at Littlemoor House, Eckington and Apperknowle Farm in Creswell.
Rented premises were acquired in April 2016 where Landmarks runs its Hospitality and Catering operations.

Additional rented premises were acquired in 2018 in Rotherham and Nottingham cities, where Landmarks runs its educational programmes of study. These acquisitions enabled increases in commissioned places from Rotherham and Nottingham City commissioners.

Further growth is anticipated over the next three-year period due to enhanced learner recruitment and targeted marketing activities, as well as a continuing partnership with a Rotherham based Multi-Academy Trust who Landmarks have worked closely with.

The context of change

Landmarks faces the following challenges over the next three years -
1. To minimise the long lasting impact of Covid on college activities and learner outcomes.
2. To achieve a college free reserve at an acceptable level.
3. To retain high performing staff
4. To develop the use of Littlemoor House, Eckington and other satellite premises.
5. To improve standards towards Outstanding by the time of the next Ofsted inspection.
6. To maintain income levels which enable Landmarks to grow and develop.
7. To improve paid employment outcomes for Employability learners.
8. To be reputed for successful learner outcomes.

Risks associated with these challenges

1. The budget for 2022-23 will be reforecast in February 2023, allowing for adjustments in income and planned expenditure. Introducing a re-forecast enables the college to respond to changes in delivery. Financial reports have been improved and Trustees will receive budgetary forecasts at each meeting, if necessary, further remedial actions will be taken to ensure the predicted surplus occurs.
2. Board of Trustees have also created a sub-committee; Finance, Audit and Resources Committee with delegated responsibilities for monitoring financial performance, audit success and resource deployment.
3. An overall Ofsted GOOD judgement was achieved in May 2018. However, the inspection framework has changed, and the bar will be raised further. In order to retain the good or achieve outstanding, Landmarks will need to continue its improvement journey as articulated in the Quality Improvement Plan.
4. The creation of WayFinder Specialist Employer Support Services has proved successful in placing learners, however opportunities still exist to replicate this model into new areas, which should be considered if the college is to achieve its vision of being recognised nationally for transforming the lives of learners.

Management of the associated risks
Trustees of the Charity review risks to the organisation closely, featuring in most Trustee meetings to ensure the board are aware of the risk to the organisation and the measures in place to reduce likelihood and increase preparedness.

The board of Trustees along with the Principal, will monitor college risk profile regularly, seeking to reduce short term risks associated with cash flow by creating a finance subcommittee, who report to the wider board, charged with monitoring income and expenditure until the college regains its cash reserves.

Going Concern

Trustees have reviewed at length the project charity performance over at least the next 12-months and are satisfied that there are no material uncertainties related to going concern and that most likely scenarios have been modelled to inform that decision.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Charity is confident that all its financial commitments will be met in 2022-23 and the foreseeable future whilst ever the EFSA and Local Authorities are able to fund our provision.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Landmarks Specialist College for the purposes of company law) are responsible for preparing the Report of the Trustees 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are 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.

AUDITORS

The auditors, Sutton McGrath Hartley, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 15 May 2023 and signed on its behalf by:

P F Battiste - Trustee

Report of the Independent Auditors to the Members of Landmarks Specialist College

Opinion

We have audited the financial statements of Landmarks Specialist College (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the consolidated Statement of Financial Activities, the consolidated Statement of Financial Position, the Charitable Company Statement of Financial Position, the consolidated 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the parent charitable company's affairs as at 31 August 2022 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 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the 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 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.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the harities Act 2011 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, 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 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 parent charitable company or its subsidiaries, or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

Our assessment of the susceptibility to material misstatement, whether by fraud or error, is made in a risk based approach.

In this approach, laws and regulations applicable to the group, such as the Companies Act 2006, United Kingdom Generally Accepted Accounting Practice including Financial Reporting Standard 102, Charities SORP, employment law, and Health and Safety law is considered. The policies and controls the entity has in place to comply with these laws are reviewed, by discussion, reviews of correspondence and registrations monitored by external bodies. The engagement team remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Policies and controls relating to the risk of material misstatement as a result of fraud, management override of controls, and revenue recognitions are also considered. These are assessed by obtaining an understanding of the group's operations and control environment. The policies and controls have been reviewed by discussion, review and sample testing of accounting entries, including journals, challenging assumptions and judgements, reviewing and evaluating related parties transactions, and wider background searches. Testing of income recognition, going concern and fund accounting is also completed.

We have ensured that the engagement team have appropriate levels of competence and experience to effectively monitor these risks and carry out work relevant to our assessment of each risk, including consideration of the sectors the group operates in and its size and complexity.

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. This description forms part of our Report of the Independent Auditors.

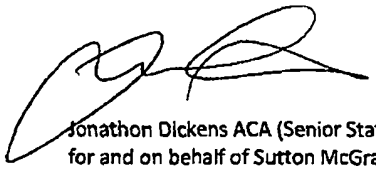
Other matters which we are required to address

The financial statements for the prior period were audited by the predecessor auditor, BHP LLP. The prior period audit report was unqualified and dated 1 March 2022.

Report of the Independent Auditors to the Members of Landmarks Specialist College

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathon Dickens ACA (Senior Statutory Auditor)
for and on behalf of Sutton McGrath Hartley
5 Westbrook Court
Sharrowvale Road
Sheffield
South Yorkshire
S11 8YZ

Date: 16/05/2023

Landmarks Specialist College

Consolidated Statement of Financial Activities
for the Year Ended 31 August 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	189	-	189	702
Charitable activities	5				
Charitable activities		4,207,982	11,980	4,219,962	3,459,652
Other trading activities	3	219,224	-	219,224	186,399
Investment income	4	44	-	44	330
Other income		290	-	290	-
Total		4,427,729	11,980	4,439,709	3,647,083
EXPENDITURE ON					
Raising funds	6	212,385	-	212,385	163,726
Charitable activities	7				
Charitable activities		3,744,947	9,980	3,754,927	3,061,062
Total		3,957,332	9,980	3,967,312	3,224,788
NET INCOME		470,397	2,000	472,397	422,295
Transfers between funds	22	2,000	(2,000)	-	-
Net movement in funds		472,397	-	472,397	422,295
RECONCILIATION OF FUNDS					
Total funds brought forward		1,219,304	-	1,219,304	797,009
TOTAL FUNDS CARRIED FORWARD		1,691,701	-	1,691,701	1,219,304

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Statement of Financial Position
31 August 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	14	1,031,023	-	1,031,023	1,026,559
		1,031,023	-	**1,031,023**	1,026,559
CURRENT ASSETS					
Stocks	16	**20,902**	-	**20,902**	5,315
Debtors	17	**225,930**	-	**225,930**	158,571
Cash at bank and in hand		1,085,122	-	1,085,122	707,478
		1,331,954	-	**1,331,954**	871,364
CREDITORS					
Amounts falling due within one year	18	**(241,596)**	-	**(241,596)**	(228,374)
NET CURRENT ASSETS		1,090,358	-	1,090,358	642,990
TOTAL ASSETS LESS CURRENT LIABILITIES		**2,121,381**	-	**2,121,381**	1,669,549
CREDITORS					
Amounts falling due after more than one year	19	**(429,680)**	-	**(429,680)**	(450,245)
NET ASSETS		1,691,701	-	1,691,701	1,219,304
FUNDS	22				
Unrestricted funds				1,691,701	1,219,304
TOTAL FUNDS				1,691,701	1,219,304

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

The financial statements were approved by the Board of Trustees and authorised for issue on 15 May 2023 and were signed on its behalf by:

P F Battiste - Trustee

The notes form part of these financial statements

Landmarks Specialist College

Charitable Company Statement of Financial Position
31 August 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	14	1,029,439	-	1,029,439	1,023,961
Investments	15	1	-	1	1
		1,029,440	-	1,029,440	1,023,962
CURRENT ASSETS					
Stocks	16	15,201	-	15,201	-
Debtors	17	286,505	-	286,505	180,498
Cash at bank and in hand		1,002,884	-	1,002,884	648,984
		1,304,590	-	1,304,590	829,482
CREDITORS					
Amounts falling due within one year	18	(217,572)	-	(217,572)	(221,385)
NET CURRENT ASSETS		1,087,018	-	1,087,018	608,097
TOTAL ASSETS LESS CURRENT LIABILITIES		2,116,458	-	2,116,458	1,632,059
CREDITORS					
Amounts falling due after more than one year	19	(429,680)	-	(429,680)	(450,245)
NET ASSETS		1,686,778	-	1,686,778	1,181,814
FUNDS	22				
Unrestricted funds				1,686,778	1,181,814
TOTAL FUNDS				1,686,778	1,181,814

The 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. The net movement in funds for the year of the charitable company was £504,964 (2021: £399,959).

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

The financial statements were approved by the Board of Trustees and authorised for issue on 15 MAY 2023 and were signed on its behalf by:

P F Battiste - Trustee

The notes form part of these financial statements

Landmarks Specialist College

Consolidated Cash Flow Statement for the Year Ended 31 August 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	554,318	572,644
Net cash provided by operating activities		554,318	572,644
Cash flows from investing activities			
Purchase of tangible fixed assets		(153,437)	(144,018)
Sale of tangible fixed assets		500	-
Interest received		44	330
Net cash used in investing activities		(152,893)	(143,688)
Cash flows from financing activities			
Loan repayments in year		(23,781)	(22,525)
Net cash used in financing activities		(23,781)	(22,525)
Change in cash and cash equivalents in the reporting period		377,644	406,431
Cash and cash equivalents at the beginning of the reporting period		707,478	301,047
Cash and cash equivalents at the end of the reporting period		1,085,122	707,478

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement for the Year Ended 31 August 2022

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**472,397**	422,295
Adjustments for:		
Depreciation charges	**148,973**	124,756
(Profit)/loss on disposal of fixed assets	**(500)**	1,731
Interest received	**(44)**	(330)
Increase in stocks	**(15,587)**	(1,658)
(Increase)/decrease in debtors	**(67,359)**	26,061
Increase/(decrease) in creditors	**16,438**	(211)
Net cash provided by operations	**554,318**	572,644

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/9/21	Cash flow	At 31/8/22
	£	£	£
Net cash			
Cash at bank and in hand	**707,478**	**377,644**	**1,085,122**
	707,478	**377,644**	**1,085,122**
Debt			
Debts falling due within 1 year	**(22,617)**	3,216	**(19,401)**
Debts falling due after 1 year	**(450,245)**	20,565	**(429,680)**
	(472,862)	23,781	**(449,081)**
Total	**234,616**	401,425	**636,041**

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable group, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the group has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the group to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 10% on cost and 2% on cost
Short leasehold	- Straight line over the remaining period
Fixtures and fittings	- 20% on cost
Motor vehicles	- 25% on cost

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The company is considered to pass the test set out in Sch. 6, para. 1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for the UK corporation tax purposes. Accordingly, the company is potentially exempt from the taxation in respect of income or capital gains received within categories covered in Pt. 11 CH. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

1. ACCOUNTING POLICIES - continued

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Financial instruments
The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective method.

Employee benefits
When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

Going concern
The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of the income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

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

Critical accounting estimates and assumptions:
The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

continued...

1. ACCOUNTING POLICIES - continued

Basis of consolidation
The financial statements consolidate the accounts of Landmarks Specialist College and its subsidiary undertaking, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

2. DONATIONS AND LEGACIES

	Unrestricted funds	Restricted funds	2022 Total funds	2021 Total funds
	£	£	£	£
Donations	189	-	189	702

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	2022 Total funds	2021 Total funds
	£	£	£	£
Fundraising events	4,260	-	4,260	4,688
Archer Pub income	214,564	-	214,564	177,891
Apperknowle livery income	400	-	400	3,820
	219,224	-	219,224	186,399

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	2022 Total funds	2021 Total funds
	£	£	£	£
Deposit account interest	44	-	44	330

continued...

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2022 £	2021 £
Income received for education services	Charitable activities	4,119,059	3,312,895
Grants	Charitable activities	100,903	146,757
		4,219,962	3,459,652

Grants received, included in the above, are as follows:

	2022 £	2021 £
Apperknowle	-	4,250
Capital grants	2,000	75,870
Lottery sport grant	9,980	9,900
General	88,923	56,737
	100,903	146,757

6. RAISING FUNDS

Other trading activities

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Trading costs	136,454	-	136,454	102,803
Trading activities - other costs	75,931	-	75,931	60,923
	212,385	-	212,385	163,726

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Charitable activities	3,728,388	26,539	3,754,927

continued...

8. SUPPORT COSTS

	Governance costs
	£
Charitable activities	26,539

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	148,973	124,756
Surplus/(deficit) on disposal of fixed assets	(500)	1,731

10. AUDITORS' REMUNERATION

	2022	2021
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	12,900	13,795
Fees payable to the charity's auditors for other services:		
Accountancy	-	9,477
Total audit fees	12,900	23,272

11. TRUSTEES' REMUNERATION AND BENEFITS

During the year, no Trustees received any remuneration or other benefits (2021 - £Nil).

Trustees' expenses

During the year, no Trustee expenses were incurred (2021 - £Nil).

12. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	2,293,741	1,836,446
Social security costs	185,524	137,086
Other pension costs	119,016	94,816
	2,598,281	2,068,348

The average monthly number of employees during the year was as follows:

	2022	2021
Total	120	107

continued...

12. STAFF COSTS - continued

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

	2022	2021
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
	1	1

Key management personnel remuneration for the year including Employers' NI and Pension totalled £296,618 (2021: £435,595). The Trustees consider key management personnel to be the senior leadership team.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	702	-	702
Charitable activities			
Charitable activities	3,369,632	90,020	3,459,652
Other trading activities	186,399	-	186,399
Investment income	330	-	330
Total	3,557,063	90,020	3,647,083
EXPENDITURE ON			
Raising funds	163,726	-	163,726
Charitable activities			
Charitable activities	3,025,040	36,022	3,061,062
Total	3,188,766	36,022	3,224,788
NET INCOME	368,297	53,998	422,295
Transfers between funds	93,967	(93,967)	-
Net movement in funds	462,264	(39,969)	422,295
RECONCILIATION OF FUNDS			
Total funds brought forward	757,040	39,969	797,009
TOTAL FUNDS CARRIED FORWARD	1,219,304	-	1,219,304

continued...

14. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2021	984,719	10,896	605,349	45,522	1,646,486
Additions	51,402	-	97,035	5,000	153,437
At 31 August 2022	1,036,121	10,896	702,384	50,522	1,799,923
DEPRECIATION					
At 1 September 2021	239,891	5,998	338,047	35,991	619,927
Charge for the year	51,638	1,090	89,622	6,623	148,973
At 31 August 2022	291,529	7,088	427,669	42,614	768,900
NET BOOK VALUE					
At 31 August 2022	744,592	3,808	274,715	7,908	1,031,023
At 31 August 2021	744,828	4,898	267,302	9,531	1,026,559

The freehold property is held as security against the bank loans of the charity.

Company

	Freehold property £	Short leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 September 2021	984,719	10,896	600,270	45,522	1,641,407
Additions	51,402	-	97,035	5,000	153,437
At 31 August 2022	1,036,121	10,896	697,305	50,522	1,794,844
DEPRECIATION					
At 1 September 2021	239,891	5,998	335,566	35,991	617,446
Charge for the year	51,638	1,090	88,608	6,623	147,959
At 31 August 2022	291,529	7,088	424,174	42,614	765,405
NET BOOK VALUE					
At 31 August 2022	744,592	3,808	273,131	7,908	1,029,439
At 31 August 2021	744,828	4,898	264,704	9,531	1,023,961

continued...

15. FIXED ASSET INVESTMENTS

	2022	2021
	£	£
Landmarks Training Enterprises Limited	1	1

The following was a subsidiary undertaking of the charitable company:

	Company number	Class of shares	Holding
Landmarks Training Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income	Expenditure	Profit for the year	Net assets
	£	£	£	£
Landmarks Training Enterprises Limited	217,788	213,401	4,387	4,923

16. STOCKS

	Group 2022	Group 2021	Company 2022	Company 2021
	£	£	£	£
Bar and food stock	5,701	5,315	-	-
Farm stock	15,201	-	15,201	-
	20,902	5,315	15,201	-

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022	Group 2021	Company 2022	Company 2021
	£	£	£	£
Trade debtors	143,524	95,168	143,524	95,168
Amounts owed by group undertakings	-	-	62,375	23,745
Other debtors	13,207	12,630	13,207	11,996
Prepayments and accrued income	69,199	50,773	67,399	49,589
	225,930	158,571	286,505	180,498

continued...

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022	Group 2021	Company 2022	Company 2021
	£	£	£	£
Bank loans and overdrafts (see note 20)	19,401	22,617	19,401	22,617
Trade creditors	106,321	99,617	89,932	96,737
VAT	2,645	-	-	-
Other creditors	81,488	63,474	81,488	63,474
Accruals and deferred income	31,741	42,666	26,751	38,557
	241,596	228,374	217,572	221,385

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Group and company

	2022	2021
	£	£
Bank loans (see note 20)	429,680	450,245

20. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Bank loans	19,401	22,617
Amounts falling between one and two years:		
Bank loans - 1-2 years	20,509	22,616
Amounts falling due between two and five years:		
Bank loans - 2-5 years	67,702	67,849
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	341,469	359,780

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	93,146	105,013
Between one and five years	18,273	109,489
	111,419	214,502

Lease payments recognised as an expense during the year totalled £58,151 (2021: £74,893).

continued...

22. MOVEMENT IN FUNDS

	At 1/9/21 £	Net movement in funds £	Transfers between funds £	At 31/8/22 £
Unrestricted funds				
General fund	1,181,814	502,964	2,000	1,686,778
Subsidiary Company Reserves	37,490	(32,567)	-	4,923
	1,219,304	470,397	2,000	1,691,701
Restricted funds				
Capital Grants	-	2,000	(2,000)	-
TOTAL FUNDS	1,219,304	472,397	-	1,691,701

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	4,246,897	(3,743,933)	502,964
Subsidiary Company Reserves	180,832	(213,399)	(32,567)
	4,427,729	(3,957,332)	470,397
Restricted funds			
Lottery Sport Grant	9,980	(9,980)	-
Capital Grants	2,000	-	2,000
	11,980	(9,980)	2,000
TOTAL FUNDS	4,439,709	(3,967,312)	472,397

continued...

22. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/9/20 £	Net movement in funds £	Transfers between funds £	At 31/8/21 £
Unrestricted funds				
General fund	741,886	345,961	43,967	1,131,814
New Roof	-	-	50,000	50,000
Subsidiary Company Reserves	15,154	22,336	-	37,490
	757,040	368,297	93,967	1,219,304
Restricted funds				
IT	17,063	(9,350)	(7,713)	-
Sensory Garden	1,117	(1,117)	-	-
Bistro	21,789	(11,405)	(10,384)	-
Capital Grants	-	75,870	(75,870)	-
	39,969	53,998	(93,967)	-
TOTAL FUNDS	797,009	422,295	-	1,219,304

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,371,001	(3,025,040)	345,961
Subsidiary Company Reserves	186,062	(163,726)	22,336
	3,557,063	(3,188,766)	368,297
Restricted funds			
IT	-	(9,350)	(9,350)
Sensory Garden	-	(1,117)	(1,117)
Bistro	-	(11,405)	(11,405)
Apperknowle	4,250	(4,250)	-
Lottery Sport Grant	9,900	(9,900)	-
Capital Grants	75,870	-	75,870
	90,020	(36,022)	53,998
TOTAL FUNDS	3,647,083	(3,224,788)	422,295

continued...

22. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/20 £	Net movement in funds £	Transfers between funds £	At 31/8/22 £
Unrestricted funds				
General fund	741,886	848,925	45,967	1,636,778
New Roof	-	-	50,000	50,000
Subsidiary Company Reserves	15,154	(10,231)	-	4,923
	757,040	838,694	95,967	1,691,701
Restricted funds				
IT	17,063	(9,350)	(7,713)	-
Sensory Garden	1,117	(1,117)	-	-
Bistro	21,789	(11,405)	(10,384)	-
Capital Grants	-	77,870	(77,870)	-
	39,969	55,998	(95,967)	-
TOTAL FUNDS	797,009	894,692	-	1,691,701

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	7,617,898	(6,768,973)	848,925
Subsidiary Company Reserves	366,894	(377,125)	(10,231)
	7,984,792	(7,146,098)	838,694
Restricted funds			
IT	-	(9,350)	(9,350)
Sensory Garden	-	(1,117)	(1,117)
Bistro	-	(11,405)	(11,405)
Apperknowle	4,250	(4,250)	-
Lottery Sport Grant	19,880	(19,880)	-
Capital Grants	77,870	-	77,870
	102,000	(46,002)	55,998
TOTAL FUNDS	8,086,792	(7,192,100)	894,692

continued...

22. MOVEMENT IN FUNDS - continued

IT
Grant received to purchase new IT equipment to improve learner facilities as well as fund for the salary of a new technician.

Sensory Garden
For works to be done on a sensory garden for the benefit of the learners.

Bistro
Grant received for the purpose of renovating the bistro.

Apperknowle
Money received for the Nineveh Trust for the purpose of general improvements to the farm facilities at Apperknowle, this funding is specific to Apperknowle however not for any particular improvements.

Lottery sport grant
Money received to contribute towards sports projects within the year.

Capital grants
Monies received from the Department of Education to maintain buildings and fund capital projects.

Transfers between funds

During the period a transfer of £2,000 was made from the restricted capital projects fund to general unrestricted fund. This money has been spent on capital and maintenance items and therefore the project is complete. Under the provisions of SORP (FRS102) a transfer is allowed when the fixed assets are used for general charitable purposes.

23. RELATED PARTY DISCLOSURES

The charitable company owns 100% of its subsidiary Landmarks Training Enterprises Limited. During the year, expenditure was recharged of £38,595 to the subsidiary company (2021: £17,633) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £62,375 (2021: £23,745) are included within debtors owed to the parent company.

Miss Louise Harby-Greaves was a trustee of Landmarks for the period 1 September 2000 to 12 July 2021, and also operates her own business LHG Training. During the period, Landmarks entered into a contract with LHG Training to provide specialist and bespoke training services to the charity.

The costs of the training incurred during the year ended 31 August 2022 totalled £20,467 (2021: £13,015)

No amounts were written off during the period, and no amount was outstanding at the year end.

Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

Registered number: 03039522
Charity number: 1047557

LANDMARKS SPECIALIST COLLEGE
(FORMERLY LANDMARKS)

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

LANDMARKS SPECIALIST COLLEGE

(A company limited by guarantee)

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LANDMARKS SPECIALIST COLLEGE

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 AUGUST 2021

Trustees	P F Battiste J Spooner S M Windle S Edwards (resigned 5 October 2020) C O'Neill G Morris (appointed 5 October 2020) L Harby-Greaves (resigned 12 July 2021) G Staniforth (appointed 15 July 2021)
Company registered number	03039522
Charity registered number	1047557
Registered office	Littlemoor House Littlemoor Eckington Derbyshire S21 4EF
Company secretary and principal	L Brocklesby
Independent auditor	BHP LLP Chartered Accountants 57-59 Saltergate Chesterfield S40 1UL
Bankers	Barclays 121 Norfolk Street Sheffield S1 2JW
Solicitors	HLW Keeble Hawson St James Row Sheffield S1 1XA

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2021

The Trustees present their report and the audited financial statements of the charity for the year ended 31 August 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and activities

a. Objectives and aims

The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

b. Principal activities

The Charity's objects are:

The provision of training, care and education to all persons and in particular to those with learning, physical and other disabilities, the aged and disadvantaged in a caring and sheltered environment for the purposes of:

- Enhancing and improving those persons levels and ranges of skills
- Promoting those persons self-esteem, confidence and sense of well-being
- Allowing those persons access to the labour marketplace

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commissions general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Achievements and performance

a. Review of activities

Landmarks Specialist College (Landmarks) is a Specialist College for people with a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to meet a variety of needs. The five sites, located across Nottinghamshire, Derbyshire and South Yorkshire, provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings and venues.

In 2020/21 the college had a total of 165 learners of which 61% (100) were Education and Skills Funding Agency (ESFA) learners. The remaining learners were funded through direct payments/social services contracts. Typically, ESFA funded learners transfer to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 onwards.

All learners are engaged in a combination of practical independence, employment, vocational, skills for life (through both discrete and embedded provision) and ESFA funded learners received tuition in english and mathematics, digital technology and personal and social development as well as a variety of vocational qualifications and real work opportunities which enhance their employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Enterprise
- Animal Care
- Art & Craft
- Horticulture & Conservation
- Sport & Leisure
- Hospitality & Catering
- Work Experience
- Employability
- Duke of Edinburgh Award Scheme

The College is governed by a Board of Trustees from different professions and business backgrounds

The College places great significance on working collaboratively and in partnership with a range of other agencies including the ESFA, Local Authorities, Social Services, the Targeted Support/Transitions Service, Peer Review & Development Groups for the East Midlands, local further education colleges, multi-academy trusts (NEXUSMat) and a range of employers, research bodies, universities and independent schools.

Range of facilities and resources, specifically for the use of people with disabilities

The following are amongst the resources available:

- Working farm and land, with a range of livestock and horticultural curriculum activities
- Working Public House
- Catering kitchens and newly opened on-site Bistro
- Gardens and greenhouse
- General craft workshop and woodwork workshop
- Classrooms, 20 dedicated classrooms/resources (including video and IT equipment, dedicated PCs and network) across all sites.

Achievements and performance (continued)

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Bistro, 8 classrooms and outdoor space.

Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continued to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operate their Hospitality and Catering curriculum, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.

The Archer enterprise aims to:

- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

Nottingham House is Landmarks base close to the centre of Nottingham where Employability training and education takes place. Being so close to the centre of Nottingham provides numerous new employers to work with, who provide placements for learners on Employability programmes. Wayfinder recruitment has also established a base so as to bolster the presence of their employer support and placement activities.

The Coach House is Landmarks second Nottingham base, which is available for the development of Lifelong Learning and small group delivery. Learners from all Pathways are able to study here and its smaller size suits some learners learning styles.

Milestone House is Landmarks first dedicated town centre base in Rotherham. Supporting in excess of 6 learners this base enables the delivery of both employability and developing independence in the heart of the town in which the learners reside. Accessing their own local community has the greatest impact on improving community access.

b. Learner achievement 2020-21

The pandemic continues to have impact on some of the planned activities of the college. Covid restrictions prevented gatherings, events and some curriculum activities, however despite these limitations, learners continued to make progress and achieve qualifications in line with previous non-Covid years.

Learners following our Employability Pathway were affected, with employers only beginning to reopen in the wake of the pandemic. As a result, the college liaised with commissioners and extended placements into the new academic year in pursuit of securing employment outcomes.

The college also contacted previous Employability learners since the Supported Internship programme began in 2015/16, to see if anyone had lost their jobs due to the pandemic and invited them to join the Wayfinder team's After College, Aftercare Club to resume job searching as soon as restrictions lifted.

Outcomes for learners remained robust, despite restrictions that Covid measures had imposed. Learners across the

Achievements and performance (continued)

curriculum achieved a number of academic and personal goals, most notable is the record number of paid employment offers for those enrolled onto the Employability Pathway.

Learners on the Developing Independence Pathway also performed well in their securing to local community facilities, improved autonmy and social communication skills, leading to productive adult lives.

College leaders are confident that the quality of education, outcomes, personal and social development as well as leadership and management remain good overall. Trustees and college leaders were encouraged by the higher than normal percentage of sessions judged outstanding.

ESFA Learners who completed their programmes of study in this year progressed into the following destinations:

- Paid employment: 10
- Voluntary employment: 4
- Further education: 2
- Day Services: 3
- After College After Care: 1

After College Aftercare is a service that was created in 2016 for those learners who progress into employment and for whatever reason plans do not progress as expected. For some learners it required Landmarks intervention with employers to help sustain placements, for other learners it was to work with them to regain employment at other employers. Since its creation the club has helped 10 out of 12 learners secure employment.

ESFA Learner academic rates of success 20-21:

- Awards in Employability: 97%
- Awards in Skills for Working Life: 93%
- Vocational Awards 100%
- Mathematics: 85%
- English: 80%
- Information and Communication Technology (ICT): 97%

Financial review

a. Financial review and reserves policy

The total income increase from £2,585,343 to £3,662,899 and total expenditure from £2,451,141 to £3,240,604. The 2020/21 financial year concluded with net income of £422,295 (2020: net income £134,202). Total funds carried forward at the year end were £1,219,304 (2020: £797,009) of which £1,219,304 (2020: £757,040) are unrestricted funds, £50,000 (2020: £nil) of these are designated and £nil (2020: £39,969) are restricted funds.

The principal funding for charitable activities is from central government and local authorities for education services for its learners.

The purchase of Apperknowle Farm has proved to be a success, this investment ensured that the charity was able to operate in high quality teaching environments and continue to attract a modest increase in learners enrolling onto programmes of study. This increased learner roll led to increased income and enabled Landmarks to return to another surplus for the year ended 31 August 2021 for the fourth year running, with net current assets and a positive cash flow. Learner numbers have increased to 165 and are expected to increase again in 2022 and beyond. The latest management accounts to 31 December 2021 show that the above measures are continuing to have a positive effect and the college is outperforming its budget during the first quarter of 2021/22.

The reserves policy was confirmed by the Trustees and the Charity which established a free reserve of between one to three months average expenditure so as to meet short term debts and liabilities.

Free reserves as at 31 August 2021 was £615,607 (2020: £282,251), representing approximately 2.25 months and is within the policy as set by the Trustees.

b. Landmarks strategic priorities

Development Plan

The Strategic Plan sets out wider aims agreed by the Trustees for the academic year. It states how the Landmarks' mission statement will be achieved and links to the budget set for that year. Landmarks has a well-established cycle of development and improvement and the self-assessment priorities provide targets for achieving this. The performance of the college is monitored by the Board of Trustees, Local Authority funders and Ofsted (regarding quality of college provision) and the collection and analysis of data to support Trustee and college leaders' judgements made is crucial to accurate self-assessment.

Strategic vision

Our vision is 'to be recognised nationally for transforming the lives of our learners'. Whilst accessing Landmarks' provision learners will be challenged to achieve their potential within a supportive, motivating and fulfilling environment.

We will achieve this by concentrating on five core strategic themes:

- Deliver an outstanding learner experience
- Ensure all learners achieve aspirational, sustainable outcomes
- Be the college of choice
- Be the employer of choice
- Manage finances responsibly

The current health, political and economic climate presents a number of significant challenges for this sector. Covid has had a significant impact on the planned activities of the college, which were largely accommodated for by; moving delivery onto online learning, securing additional teaching space and limiting group events.

Politically due to significant cost of Covid, local authority budgets have been under immense pressure and changes are occurring to the way in which specialist provision for disabled learners is commissioned.

We intend to study the emerging pattern of 16-25 learners with learning difficulties funding and plan for anticipated adjustments and/or opportunities. We are keen to explore the new delivery models and remain flexible and responsive to change.

Landmarks will position itself as a key player in delivering programmes for individuals with who wish to improve their independent living skills and secure employment for whom mainstream provision is inappropriate.

The 2020-2021 Quality Improvement Plan clearly articulated the targets we needed to focus on to continue to enhance quality and breadth of provision and ultimately to improve the quality of the learners' experiences and the outcomes they secure.

The Charity's income from EFSA was not affected and all expected income was received.

c. Quality improvement priorities 2021-22 (Quality Improvement Plan 21-22)

- Improve transition planning arrangements, so that 80% of learners maintain their outcomes beyond 3 years.
- Ensure all learners on the Developing Independence Pathway access some form of work experience.
- To encourage learners to use subject-specific, professional and technical vocabulary.
- Develop the breadth of curriculum so that more learners develop life skills, interests and hobbies beyond the focus of their programmes.
- Improve delivery of safeguarding, prevent and British Values so that all learners are prepared well for life in modern Britain.
- Develop the information, advice and guidance offer to parents and carers to support learners' wider networks, including developing a consistent means of interacting with parents/carers.
- Develop the information, advice and guidance offer to learners with mental health difficulties to support them to receive the most appropriate care via signposting and working with external organisations.
- Develop the enrichment curriculum so that learners are able to develop and discover their interests and talents across all sites and Pathways.
- Develop observation processes so that college leaders can make judgements about learners' behaviour and attitudes outside of the classroom.
- Develop the work of the Learner Council, so that they impact college-wide policy making and awareness raising of council issues to learners across all sites.
- Participate in skills competitions or social action projects, so that learners have opportunities to demonstrate positive attitudes and commitment.
- Utilising ICT develop ways in which learners can provide independent feedback on how they feel they are progressing.
- Opportunities for learners to assess own learning will be reviewed as part of ongoing learning walks and tutor observations.
- Ensure staff are aware of, understand and consistently apply the curriculum intent.
- Ensure implementation of the curriculum is standardised across all sites and Pathways of the college.
- Deliver effective training and development activities to improve tutor pedagogy and the effectiveness of learning support deployment.
- Further develop tutor and learning support assistant knowledge on how to challenge learners to working at different academic levels in mathematics, English and ICT.
- Review qualifications on offer, so that those learners can achieve qualifications appropriate to their academic level and or occupational outcome.
- Develop an ICT strategy for the whole curriculum, so that learner's confidence using technology is improved.
- Continue to improve the setting of RARPA targets through regular review, to ensure that RARPA targets are sequential and clearly demonstrate skill development over time.
- College leaders to ensure college managers, tutors and Learning Support Assistants receive focussed and highly effective professional development.
- College leaders to ensure that regular, frequent and meaningful engagement takes place with staff at all levels.
- College leaders to ensure staff wellbeing issues are not due to excessive workload demands at all levels and in all roles.
- Require mandatory completion of all internal staff and learner surveys.
- Trustees to develop Governance improvement planning activities so that leadership and management becomes outstanding by 2021.
- Trustees and college leaders evidence the continuous and sustainable positive impact Landmarks has on learners, families, and the local community / economy.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Structure, governance and management

a. Constitution

The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014, 21 September 2016 and 24 April 2021, registered charity number 1047557.

The principal object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Trustees are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a trustee, they are invited to meet the Principal and are given a tour of the college.

If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next trustee meeting and meet with the Chair of Trustees on a 1:1 basis. If both parties are in agreement, Trustees are asked to consider the application and vote on membership.

Each year trustees receive training pertinent to the college, covering areas of:
- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

c. Pay policy for senior staff

The pay of the senior management team is reviewed annually, and any increases are agreed by the board. The senior management team are remunerated based on experience level and industry characteristics for their job role.

d. Organisational structure and decision making

The Trustees are appointed as outlined above and consist of those with a background in education and working with people with disabilities, human resources and private training provision. All Trustees are experienced in their roles and have in-depth knowledge and experience of the sector. Additional training is available on request or when directed by the Trustees.

The day to day management is the responsibility of the Principal, whilst strategic and financial decisions are made by the Trustees with input from the Principal.

Structure, governance and management (continued)

e. Risk management

Major risks have been assessed and reviewed and are fully documented on the risk register. Procedures to manage these risks are maintained and reviewed on a regular basis.

The College operates from its site at Littlemoor House, Eckington and Apperknowle Farm in Dronfield.

Rented premises were acquired in April 2016 where Landmarks runs its Hospitality and Catering operations.

Additional rented premises were acquired in 2018 in Rotherham and Nottingham cities, where Landmarks runs its educational programmes of study. These acquisitions enabled increases in commissioned places from Rotherham and Nottingham City commissioners.

Further growth is anticipated over the next three-year period due to enhanced learner recruitment and targeted marketing activities, as well as a continuing partnership with a Rotherham based Multi-Academy Trust who Landmarks have worked closely with.

The context of change

Landmarks faces the following challenges over the next three years -

1. To minimise the impact of Covid on college activities.
2. To achieve a college free reserve at an acceptable level.
3. To retain high performing staff.
4. To develop the use of Littlemoor House, Eckington and other satellite premises.
5. To improve standards towards Outstanding by the time of the next Ofsted inspection.
6. To maintain income levels which enable Landmarks to grow and develop.
7. To improve paid employment outcomes for Employability learners.
8. To be reputed for successful learner outcomes.

Structure, governance and management (continued)

Risks associated with these challenges

1. Replenishing college free reserves requires a medium-term view and whilst 2020-21 contributed to this replenishment, Landmarks aspires to secure free reserve contributions each year, whilst also generating funds sufficient to reinvest in its offer.
2. The budget for 2021-22 will be reforecast in January 2022, allowing for adjustments in income and planned expenditure. Introducing a re-forecast enables the college to respond to changes in delivery. Financial reports have been improved and Trustees will receive budgetary forecasts at each meeting, if necessary, further remedial actions will be taken to ensure the predicted surplus occurs.
3. Board of Trustees have also created a sub-committee; Finance, Audit and Resources committee with delegated responsibilities for monitoring financial performance, audit success and resource deployment.
4. An overall Ofsted GOOD judgement was achieved in May 2018. However, the inspection framework has changed, and the bar will be raised further. In order to retain the good or achieve outstanding, Landmarks will need to continue its improvement journey as articulated in the Quality Improvement Plan.
5. The creation of WayFinder recruitment has proved successful in placing learners, however opportunities still exist to replicate this model into new areas, which should be considered if the college is to achieve its vision of being recognised nationally for transforming the lives of learners.

Management of the associated risks

Trustees of the Charity review risks to the organisation closely, featuring in most Trustee meetings to ensure the board are aware of the risk to the organisation and the measures in place to reduce likelihood and increase preparedness.

The board of Trustees along with the Principal and the finance subcommittee, will monitor college risk profile regularly, seeking to reduce short term risks associated with cash flow, who will then report to the wider board, charged with monitoring income and expenditure whilst maintaining cash reserves.

f. Going concern

Due to Covid 19, college leaders have been requested to review the 'material uncertainty related to going concern' of the college to meet its obligations during the next financial period. As a result, the college leadership team presented a paper to the board declaring its position regarding material uncertainty.

Trustees have reviewed at length the project charity performance over at least the next 12-months and are satisfied that there are no material uncertainties related to going concern and that most likely scenarios have been modelled to inform that decision.

The Charity's income was unaffected by the Covid-19 pandemic, EFSA honoured the contracts and all learners continued their programmes, those learners who were unable to move into employment have had their funding extended for another term. With the enrolment of almost 125 learners in September 2021 the anticipated income for 2021-22 is £3.8 million.

The Charity is confident that all its financial commitments will be met in 2021-22 and the foreseeable future whilst ever the EFSA and Local Authorities are able to fund our provision.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2021

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the charitable company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 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 Group and 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 Group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable group's auditor is unaware, and
- the Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

The auditor, BHP LLP, has indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

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

sm windle
sm windle (Mar 1, 2022 10:40 GMT)

S M Windle

Date: Mar 1, 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF LANDMARKS SPECIALIST COLLEGE

Opinion

We have audited the financial statements of Landmarks Specialist College (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2021 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charitable company balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has 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 group and charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Act 2011 requires 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 directors' 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 AND TRUSTEES OF LANDMARKS SPECIALIST COLLEGE (CONTINUED)

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF LANDMARKS SPECIALIST COLLEGE (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of Charities Act 2011 and report in accordance with those Acts.

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 these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the group and parent charitable company and the sector in which it operates, and considered the risk of such regulations, including fraud. We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error.

We focussed on laws and regulations relevant to the group and parent charitable company which could give rise to a material misstatement in the financial statements. These laws and regulations include, but are not limited to, those issued by or relating to Ofsted, GDPR, Safeguarding, Food and hygiene and Health and Saftey. Our testing included discussions with management and trustees with direct responsibility for the compliance of laws and regulations, reviewing legal expenses, reviewing Ofsted reports and agreeing financial statement disclosures to underlying supporting documentation.

As part of our audit, we addressed the risk of management override of internal controls, including testing of journals and review of the nominal ledger. We evaluated whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

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 is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF LANDMARKS SPECIALIST COLLEGE (CONTINUED)

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 Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 and 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.

Jane Marshall (Mar 1, 2022 14:02 GMT)

Jane Marshall (Senior statutory auditor)
for and on behalf of
BHP LLP
Chartered Accountants
Statutory Auditor
57-59 Saltergate

Chesterfield
S40 1UL

Date: Mar 1, 2022

LANDMARKS SPECIALIST COLLEGE

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 AUGUST 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	2	**90,020**	**33,452**	**123,472**	93,589
Charitable activities	3	**-**	**3,328,711**	**3,328,711**	2,333,436
Other trading activities	4	**-**	**186,399**	**186,399**	148,318
Investments	5	**-**	**330**	**330**	-
Other income	6	**-**	**23,987**	**23,987**	10,000
Total income		**90,020**	**3,572,879**	**3,662,899**	2,585,343
Expenditure on:					
Raising funds	7	**-**	**163,726**	**163,726**	130,768
Charitable activities	8	**36,022**	**3,040,856**	**3,076,878**	2,320,373
Total expenditure		**36,022**	**3,204,582**	**3,240,604**	2,451,141
Net income		**53,998**	**368,297**	**422,295**	134,202
Transfers between funds	19	**(93,967)**	**93,967**	**-**	-
Net movement in funds		**(39,969)**	**462,264**	**422,295**	134,202
Reconciliation of funds:					
Total funds brought forward		**39,969**	**757,040**	**797,009**	662,807
Net movement in funds		**(39,969)**	**462,264**	**422,295**	134,202
Total funds carried forward		**-**	**1,219,304**	**1,219,304**	797,009

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

LANDMARKS SPECIALIST COLLEGE

(A company limited by guarantee)
REGISTERED NUMBER: 03039522

CONSOLIDATED BALANCE SHEET
AS AT 31 AUGUST 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	13		**1,026,559**		1,009,028
			1,026,559		1,009,028
Current assets					
Stocks	15	**5,315**		3,657	
Debtors	16	**158,571**		184,632	
Cash at bank and in hand		**707,478**		301,047	
		871,364		489,336	
Creditors: amounts falling due within one year	17	**(228,374)**		(229,704)	
Net current assets			**642,990**		259,632
Total assets less current liabilities			**1,669,549**		1,268,660
Creditors: amounts falling due after more than one year	18		**(450,245)**		(471,651)
Total net assets			**1,219,304**		797,009
Charity funds					
Restricted funds	19		**-**		39,969
Unrestricted funds	19		**1,219,304**		757,040
Total funds			**1,219,304**		797,009

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2021

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

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

sm windle
sm windle (Mar 1, 2022 10:40 GMT)

S M Windle

Date: Mar 1, 2022

The notes on pages 24 to 44 form part of these financial statements.

LANDMARKS SPECIALIST COLLEGE

(A company limited by guarantee)
REGISTERED NUMBER: 03039522

CHARITABLE COMPANY BALANCE SHEET
AS AT 31 AUGUST 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible fixed assets	13		**1,023,961**		1,007,156
Investments	14		**1**		1
			1,023,962		1,007,157
Current assets					
Debtors	16	**180,498**		213,088	
Cash at bank and in hand		**648,984**		254,293	
		829,482		467,381	
Creditors: amounts falling due within one year	17	**(221,385)**		(221,032)	
Net current assets			**608,097**		246,349
Total assets less current liabilities			**1,632,059**		1,253,506
Creditors: amounts falling due after more than one year	18		**(450,245)**		(471,651)
Total net assets			**1,181,814**		781,855
Charity funds					
Restricted funds	19		**-**		39,969
Unrestricted funds	19		**1,181,814**		741,886
Total funds			**1,181,814**		781,855

CHARITABLE COMPANY BALANCE SHEET (CONTINUED)

AS AT 31 AUGUST 2021

The 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. The net movement in funds for the year of the charitable company was £399,959 (2020: £121,393).

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

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

sm windle
sm windle (Mar 1, 2022 10:40 GMT)

S M Windle

Date: Mar 1, 2022

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	22	**572,644**	211,759
Cash flows from investing activities			
Bank interest		**330**	-
Purchase of tangible assets		**(144,018)**	(153,036)
Net cash used in investing activities		**(143,688)**	**(153,036)**
Cash flows from financing activities			
Repayments of borrowing		**(22,525)**	(20,527)
Net cash used in financing activities		**(22,525)**	**(20,527)**
Change in cash and cash equivalents in the year		**406,431**	**38,196**
Cash and cash equivalents at the beginning of the year		**301,047**	262,851
Cash and cash equivalents at the end of the year	23	**707,478**	301,047

1. Accounting policies

1.1 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) (issued in October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements are presented in £ sterling which is the functional currency of charity.

1.2 Income

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be mesured reliably.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charitable company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

1.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Costs of raising funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

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

1. Accounting policies (continued)

1.3 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

1.4 Basis of consolidation

The financial statements consolidate the accounts of Landmarks Specialist College and its subsidiary undertaking, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

1.5 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.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases.

Freehold property	- 2 - 10% straight line
Short-term leasehold property	- Over the remaining term of the lease
Motor vehicles	- 25% straight line
Fixtures and fittings	- 20% straight line

1.6 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1.7 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.

1. Accounting policies (continued)

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.9 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.10 Taxation

The company is considered to pass the tests set out in Sch. 6, para. 1 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Pt. 11, Ch. 3 of the Corporation Tax Act 2010 or s. 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applies exclusively to charitable purposes.

1.11 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.

1.12 Cash at bank and in hand

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

1.13 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.14 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1. Accounting policies (continued)

1.15 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

1.16 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

1.17 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

1. Accounting policies (continued)

1.18 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2. Income from donations and legacies

	Restricted funds 2021 £	**Unrestricted funds 2021 £**	**Total funds 2021 £**	Total funds 2020 £
Donations received	-	702	**702**	1,471
Grants received	90,020	32,750	**122,770**	92,118
	90,020	33,452	**123,472**	93,589
Total 2020	43,647	49,942	93,589	

3. Income from charitable activities

	Unrestricted funds 2021 £	**Total funds 2021 £**	Total funds 2020 £
Income received for education services	3,328,711	**3,328,711**	2,333,436
Total 2020	2,333,436	2,333,436	

4. Income from other trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Archer Pub income	177,891	**177,891**	135,922
Apperknowle livery income	3,820	**3,820**	10,308
Fundraising income	4,688	**4,688**	2,088
	186,399	**186,399**	148,318
Total 2020	148,318	148,318	

5. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Deposit account interest	330	**330**	-
Total 2020	-	-	

6. Other income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Coronavirus grant	23,987	**23,987**	10,000
Total 2020	10,000	10,000	

7. Expenditure on raising funds

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Trading costs	102,803	**102,803**	83,150
Trading activities - other costs	60,923	**60,923**	47,618
Total 2021	163,726	**163,726**	130,768
Total 2020	130,768	130,768	

8. Charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	**Total funds 2021 £**	Total funds 2020 £
Staff costs (Note 10)	2,068,348	-	**2,068,348**	1,721,629
Rent and rates	111,252	-	**111,252**	48,710
Insurance	39,253	-	**39,253**	34,183
Light and heat	29,515	-	**29,515**	15,348
Telephone	19,562	-	**19,562**	9,522
Postage and stationery	54,546	-	**54,546**	40,554
Advertising	5,174	-	**5,174**	885
Sundries	4,064	-	**4,064**	1,431
Mini bus and car expenses	71,812	-	**71,812**	53,670
Travel and subsistence	21,935	-	**21,935**	27,925
Repairs and renewals	79,705	5,367	**85,072**	55,200
Beneficiary costs	73,647	-	**73,647**	50,548
Cleaning	40,394	-	**40,394**	1,404
Staff recruitment	24,206	-	**24,206**	3,662
Staff training	61,808	-	**61,808**	12,774
Bank charges	1,470	-	**1,470**	719
Depreciation	102,957	20,755	**123,712**	112,412
Bank loan interest	12,091	-	**12,091**	15,215
Speech and language contract	86,060	-	**86,060**	53,721
Teaching and support costs	17,933	9,900	**27,833**	4,389
Legal and professional	47,312	-	**47,312**	38,053
Provision for bad & doubtful debts	42,809	-	**42,809**	-
Loss on disposals	1,731	-	**1,731**	-
Support costs (note 9)	23,272	-	**23,272**	18,419
Total 2021	3,040,856	36,022	**3,076,878**	2,320,373
Total 2020	2,310,615	9,758	2,320,373	

9. Support costs

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Audit fees	13,795	-	13,795	8,640
Accountancy fees	9,477	-	9,477	9,779
Total	23,272	-	23,272	18,419

In 2020 all support costs were unrestricted.

10. Staff costs

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Wages and salaries	**1,836,446**	1,518,461	**1,836,446**	1,518,461
Social security costs	**137,086**	110,458	**137,086**	110,458
Contribution to defined contribution pension schemes	**94,816**	92,710	**94,816**	92,710
	2,068,348	1,721,629	**2,068,348**	1,721,629

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

	Group 2021 No.	Group 2020 No.
Total	**107**	90

10. Staff costs (continued)

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

	Group 2021 No.	Group 2020 No.
In the band £60,001 - £70,000	**-**	1
In the band £70,001 - £80,000	**1**	-

Key management personnel remuneration for the year including Employers' NI and Pension totalled £435,595 (2020: £453,558). The trustees consider the key management personnel to be the senior leadership team.

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 August 2021, no Trustee expenses have been incurred (2020 - £NIL).

12. Net income/(expenditure)

This is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets:		
- owned by the group	124,756	113,074
Auditor's remuneration - audit	13,795	8,640
Auditor's remuneration - other services	17,132	16,539

13. Tangible fixed assets

Group

	Freehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost					
At 1 September 2020	**984,719**	**10,896**	**45,522**	**467,168**	**1,508,305**
Additions	**-**	**-**	**-**	**144,018**	**144,018**
Disposals	**-**	**-**	**-**	**(5,837)**	**(5,837)**
At 31 August 2021	**984,719**	**10,896**	**45,522**	**605,349**	**1,646,486**
Depreciation					
At 1 September 2020	**188,253**	**4,908**	**26,433**	**279,683**	**499,277**
Charge for the year	**51,638**	**1,090**	**9,558**	**62,470**	**124,756**
On disposals	**-**	**-**	**-**	**(4,106)**	**(4,106)**
At 31 August 2021	**239,891**	**5,998**	**35,991**	**338,047**	**619,927**
Net book value					
At 31 August 2021	**744,828**	**4,898**	**9,531**	**267,302**	**1,026,559**
At 31 August 2020	796,466	5,988	19,089	187,485	1,009,028

13. Tangible fixed assets (continued)

Group (continued)

The net book value of assets secured against the liabilities of the charity totals £744,828 (2020: £796,466).

Company

	Freehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 September 2020	**984,719**	**10,896**	**45,522**	**463,859**	**1,504,996**
Additions	**-**	**-**	**-**	**142,248**	**142,248**
Disposals	**-**	**-**	**-**	**(5,837)**	**(5,837)**
At 31 August 2021	**984,719**	**10,896**	**45,522**	**600,270**	**1,641,407**
Depreciation					
At 1 September 2020	**188,253**	**4,908**	**26,433**	**278,246**	**497,840**
Charge for the year	**51,638**	**1,090**	**9,558**	**61,426**	**123,712**
On disposals	**-**	**-**	**-**	**(4,106)**	**(4,106)**
At 31 August 2021	**239,891**	**5,998**	**35,991**	**335,566**	**617,446**
Net book value					
At 31 August 2021	**744,828**	**4,898**	**9,531**	**264,704**	**1,023,961**
At 31 August 2020	796,466	5,988	19,089	185,613	1,007,156

14. Fixed asset investments

	2021 £	2020 £
Landmarks Training Enterprises Limited	**1**	1

15. Stocks

	Group 2021 £	Group 2020 £
Bar and food stock	**5,315**	3,657

16. Debtors

	Group 2021 £	Group 2020 £	**Company 2021 £**	Company 2020 £
Due within one year				
Trade debtors	**95,168**	134,548	**95,168**	134,548
Amounts owed by group undertakings	**-**	-	**23,745**	31,449
Other debtors	**12,630**	13,698	**11,996**	11,911
Prepayments and accrued income	**50,773**	36,386	**49,589**	35,180
	158,571	184,632	**180,498**	213,088

17. Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	**Company 2021 £**	Company 2020 £
Bank loans	**22,617**	23,736	**22,617**	23,736
Trade creditors	**99,617**	3,640	**96,737**	3,184
Other creditors	**63,474**	65,891	**63,474**	60,493
Accruals and deferred income	**42,666**	136,437	**38,557**	133,619
	228,374	229,704	**221,385**	221,032

18. Creditors: Amounts falling due after more than one year

	Group 2021 £	Group 2020 £	**Company 2021 £**	Company 2020 £
Bank loans	**450,245**	471,651	**450,245**	471,651

Amounts repayable by instalments which falls due after 5 years:

	Group 2021 £	Group 2020 £	**Company 2021 £**	Company 2020 £
Repayable by instalments	**359,780**	376,705	**359,780**	376,705
	359,780	376,705	**359,780**	376,705

The bank loans are secured on the assets of the charitable company.

19. Statement of funds

Statement of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2021 £
Unrestricted funds					
Designated funds					
New roof	-	-	-	**50,000**	**50,000**
General funds					
General Funds	**741,886**	**3,371,001**	**(3,025,040)**	**43,967**	**1,131,814**
Subsidiary Company Reserves	**15,154**	**201,878**	**(179,542)**	-	**37,490**
	757,040	**3,572,879**	**(3,204,582)**	**43,967**	**1,169,304**
Total Unrestricted funds	**757,040**	**3,572,879**	**(3,204,582)**	**93,967**	**1,219,304**
Restricted funds					
IT	**17,063**	-	**(9,350)**	**(7,713)**	-
Sensory garden	**1,117**	-	**(1,117)**	-	-
Bistro	**21,789**	-	**(11,405)**	**(10,384)**	-
Apperknowle	-	**4,250**	**(4,250)**	-	-
Lottery sport grant	-	**9,900**	**(9,900)**	-	-
Capital grants	-	**75,870**	-	**(75,870)**	-
	39,969	**90,020**	**(36,022)**	**(93,967)**	-
Total of funds	**797,009**	**3,662,899**	**(3,240,604)**	-	**1,219,304**

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
Unrestricted funds					
General Funds	654,822	2,395,774	(2,308,270)	(440)	741,886
Subsidiary Company Reserves	2,345	145,922	(133,113)	-	15,154
	657,167	2,541,696	(2,441,383)	(440)	757,040
Restricted funds					
IT	(3,456)	25,000	(4,481)	-	17,063
Sensory garden	1,117	-	-	-	1,117
Bistro	8,419	18,647	(5,277)	-	21,789
Apperknowle	(440)	-	-	440	-
	5,640	43,647	(9,758)	440	39,969
Total of funds	662,807	2,585,343	(2,451,141)	-	797,009

19. Statement of funds (continued)

Restricted funds

IT
Grant received to purchase new IT equipment to improve learner facilities as well as fund for the salary of a new technician.

Sensory Garden
For works to be done on a sensory garden for the benefit of the learners.

Bistro
Grant received for the purpose of renovating the bistro.

Apperknowle
Money received from the Nineveh Trust for the purpose of general improvements to the farm facilities at Apperknowle, this funding is specific to Apperknowle however not for any particular improvements.

Lottery sport grant
Money received to contribute towards sports projects within the year.

Capital grants
Monies received from the Department for Education to maintain buildings and fund capital projects.

During the period to 31 August 2021 a transfer of £50,000 was made from unrestricted funds to designated funds for the provision of expenses to be incurred in the process of acquiring a new roof at a propery held by the company.

During the period a transfer of £75,870 was made from the restricted capital projects fund to general unrestricted funds. This money has been spent on capital and maintenance items and therefore the project is complete. Under the provisions of SORP (FRS102) a transfer is allowed when the fixed assets are used for general charitable purposes.

During the period, transfers of £7,713 and £10,384 was made from the IT restricted fund and the Bistro restricted fund to general unrestricted funds. The restricted income was spent on capital items and therefore the project was complete. Under the provisions of SORP (FRS102) a transfer is allowed when the fixed assets are used for general charitable purposes.

20. Summary of funds

Summary of funds - current year

	Balance at 1 September 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2021 £
Designated funds	-	-	-	**50,000**	**50,000**
General funds	**757,040**	**3,572,879**	**(3,204,582)**	**43,967**	**1,169,304**
Restricted funds	**39,969**	**90,020**	**(36,022)**	**(93,967)**	-
	797,009	**3,662,899**	**(3,240,604)**	-	**1,219,304**

Summary of funds - prior year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
General funds	657,167	2,541,696	(2,441,383)	(440)	757,040
Restricted funds	5,640	43,647	(9,758)	440	39,969
	662,807	2,585,343	(2,451,141)	-	797,009

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,026,559	**1,026,559**
Current assets	871,364	**871,364**
Creditors due within one year	(228,374)	**(228,374)**
Creditors due in more than one year	(450,245)	**(450,245)**
Total	1,219,304	**1,219,304**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	38,852	970,176	1,009,028
Current assets	1,117	488,219	489,336
Creditors due within one year	-	(229,704)	(229,704)
Creditors due in more than one year	-	(471,651)	(471,651)
Total	39,969	757,040	797,009

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

	Group 2021 £	Group 2020 £
Net income for the year (as per Statement of Financial Activities)	**422,295**	**134,202**
Adjustments for:		
Depreciation charges	**124,756**	113,074
Bank interest	**(330)**	-
Loss on the sale of fixed assets	**1,731**	-
Increase in stocks	**(1,658)**	(404)
Decrease/(increase) in debtors	**26,061**	(101,817)
Increase/(decrease) in creditors	**(211)**	66,704
Net cash provided by operating activities	**572,644**	211,759

23. Analysis of cash and cash equivalents

	Group 2021 £	Group 2020 £
Cash in hand	**707,478**	301,047
Total cash and cash equivalents	**707,478**	301,047

24. Analysis of changes in net debt

	At 1 September 2020 £	Cash flows £	At 31 August 2021 £
Cash at bank and in hand	**301,047**	**406,431**	**707,478**
Debt due within 1 year	**(23,736)**	**1,119**	**(22,617)**
Debt due after 1 year	**(471,651)**	**21,406**	**(450,245)**
	(194,340)	**428,956**	**234,616**

25. Operating lease commitments

At 31 August 2021 the Group and the charitable company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	Group 2020 £
Within 1 year	**105,013**	48,959
Between 1 and 5 years	**109,489**	85,950
	214,502	134,909

Lease payments recognised as an expense during the year totalled £74,893 (2020: £73,654).

26. Related party transactions

The charitable company owns 100% of its subsidiary Landmarks Training Enterprises Limited. During the year, expenditure was recharged of £17,633 to the subsidiary company (2020: £25,516) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £23,745 (2020: £29,104) are included within debtors owed to the parent company

Miss Louise Harby-Greaves was a trustee of Landmarks for the period 1 September 2000 to 12 July 2021, and also operates her own business LHG Training. During the period, Landmarks entered into a contract with LHG Training to provide specialist and bespoke training services to the charity.

The costs of the training incurred during the period totalled £13,015.

No amounts were written off during the period, and no amount was outstanding at the year end.

27. Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

Name	Company number	Class of shares	Holding
Landmarks Training Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
Landmarks Training Enterprises Limited	**201,878**	**163,726**	**38,152**	**37,491**

Landmarks Specialist College

England & Wales - Charity number 1047557

Accounts

Registered number: 03039522
Charity number: 1047557

LANDMARKS

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2020

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COMPANIES HOUSE

LANDMARKS
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 AUGUST 2020

Trustees	P F Battiste J Spooner S M Windle S Edwards (resigned 5 October 2020) K Kirk (resigned 13 July 2020) C O'Neill G Morris (appointed 5 October 2020) L Harby-Greaves (appointed 23 September 2019)
Company registered number	03039522
Charity registered number	1047557
Registered office	Littlemoor House Littlemoor Eckington Derbyshire S21 4EF
Company secretary and principal	L Brocklesby
Independent auditor	BHP LLP Chartered Accountants 57-59 Saltergate Chesterfield S40 1UL
Bankers	Barclays 121 Norfolk Street Sheffield S1 2JW
Solicitors	HLW Keeble Hawson St James Row Sheffield S1 1XA

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees (who are directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of the Charity for the year 1 September 2019 to 31 August 2020. The Trustees confirm that the Annual Report and financial statements of the charity comply with the current statutory requirements, the requirements of the charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Objectives and activities

a. Objectives and aims

The charity's aims are to provide education and training to those with learning difficulties/disabilities in a caring and sheltered environment. The continuous quality improvement of this provision remains a key focus.

b. Principal activities

The Charity's objects are:

The provision of training, care and education to all persons and in particular to those with learning, physical and other disabilities, the aged and disadvantaged in a caring and sheltered environment for the purposes of:

- Enhancing and improving those persons levels and ranges of skills
- Promoting those persons self-esteem, confidence and sense of well-being
- Allowing those persons access to the labour marketplace

In setting our objectives and planning our activities the Trustees have given careful consideration to the Charity Commissions general guidance on public benefit. Further details of how the charity has carried out its activities for the public benefit are given in the section on Achievements and Performance below.

Achievements and performance

a. Review of activities

Landmarks is a Specialist College for people with a range of learning difficulties and disabilities. The College offers a wide range of practical programmes which are individually tailored to meet a variety of needs. The five sites, located across Nottinghamshire, Derbyshire and South Yorkshire, provide excellent facilities for practical, contextualised learning. Learning also takes place in a range of community settings and venues.

In 2019/20 the college had a total of 135 learners of which 58% (78) were Education and Skills Funding Agency (ESFA) learners. The remaining learners were funded through direct payments/social services contracts. Typically, ESFA funded learners transferring to Landmarks after leaving special schools with a combination of mild or severe learning difficulties and/or disabilities. Learners usually live within a 25-mile radius of College sites and travel on a daily basis. The learner population ranges in age from 16 to 60.

Achievements and performance (continued)

All learners are engaged in a combination of practical independence, employment, vocational, skills for life (through both discrete and embedded provision) and ESFA funded learners received tuition in english and mathematics, digital technology and personal and social development as well as a variety of vocational qualifications and real work opportunities which enhance their employability and work readiness skills. Timetables reflect individual learner needs and choice and include:

- Enterprise
- Animal Care
- Art & Craft
- Horticulture & Conservation
- Sport & Leisure
- Hospitality & Catering
- Work Experience
- Employability
- Duke of Edinburgh Award Scheme
- Wayfinder Recruitment Agency

The College is governed by a Board of Trustees from different professions and business backgrounds

The College places great significance on working collaboratively and in partnership with a range of other agencies including the ESFA, Local Authorities, Social Services, the Targeted Support/Transitions Service, Peer Review & Development Groups for the East Midlands, local further education colleges, multi-academy trusts (NEXUSMat) and a range of employers, research bodies, universities and independent schools.

Range of facilities and resources, specifically for the use of people with disabilities

The following are amongst the resources available:

- Working farm and land, with a range of livestock and horticultural curriculum activities
- Working Public House
- Catering kitchens and newly opened on-site Bistro
- Gardens and greenhouse
- General craft workshop and woodwork workshop
- Classrooms, 20 dedicated classrooms/resources (including video and IT equipment, dedicated PCs and network) across all sites.

Littlemoor House, is the main site which provides the base for management and administration. In curriculum terms this site also has an Art studio, Bistro, 8 classrooms and outdoor space.

Apperknowle Farm is where Landmarks operates their Land based and Animal Care (Farm-to-Fork) curriculum. This site continued to be developed to provide a full range of land-based resources for Landmarks programmes. This is a mortgaged property owned by the Charity.

The Archer Pub is where Landmarks operate their Hospitality and Catering curriculum from September 2016, training young adults with a variety of additional needs who wish to work within the bar and restaurant trade.

Achievements and performance (continued)

The Archer enterprise aims to:

- Train young people with additional needs, aged 18+ to acquire the knowledge, skills and experience required for a career in the bar and restaurant trade
- Give learners the time and support they need to master aspects of their chosen career, building confidence, independence and resilience within the workplace
- Work with national bar and restaurant companies, to offer clear routes of progression into employment
- Use the livestock and produce reared and planted by learners at Apperknowle, The Archer and Littlemoor House within The Archer kitchen, reinforcing our farm-to-fork curriculum.

The Coach House is Landmarks first dedicated base close to the centre of Nottingham where employability training and education takes place. Being so close to the centre of Nottingham provides numerous new employers to work with, who provide placements for learners on Employability programmes. Wayfinder recruitment has also established a base at The Coach House so as to bolster the presence of their employer support and placement activities.

Milestone House is Landmarks first dedicated city centre base in Rotherham. Supporting in excess of 6 learners this base enables the delivery of both employability and developing independence in the heart of the city in which the learners reside. Accessing their own local community has the greatest impact on improving community access.

b. Learner achievement 2019-20

The pandemic has had a major impact on the planned activities of the college. In March 2020 the college was subject to pandemic restrictions and could not receive learners onto campus, resulting in a significant period of remote learning during lock down. The college did not resume 'normal' business operations for the remainder of the academic year.

Despite these challenges, the college staff team worked tirelessly with learners and their families to continue distance learning throughout the period of lock down. Their dedication and commitment to our learners ultimately resulted in a further year of high academic and personal success and progress.

Learners following our Employability Pathway were greatly affected, with employers shutting down completely in the wake of the pandemic. As a result, the college liaised with commissioners and extended placements into the new academic year in pursuit of securing employment outcomes.

The college also contacted previous Employability learners since the Supported Internship programme began in 2015/16, to see if anyone had lost their jobs due to the pandemic and invited them to join the Wayfinder team's After College, Aftercare Club to resume job searching as soon as restrictions lifted.

Outcomes for learners are impacted by Covid, in that employability learners did not progress into employment as anticipated, instead they continued their studies into the new academic year. Most learners, however, did receive effective distanced learning which resulted in high levels of academic achievement, as well as sound development in personal skills despite not accessing the physical college sites.

Learners studying towards greater independence fared better in terms of their outcomes, with day services and community facility placements being organised during lock down, ready to resume once restrictions lifted.

The college did not operate under normal conditions between March – July 2020, impacting significantly progress towards improvement objectives envisaged at the beginning of the year.

Achievements and performance (continued)

College leaders are however confident that the quality of education, outcomes, personal and social development as well as leadership and management remain good overall. Trustees and college leaders were encouraged by the higher than normal percentage of sessions judged Outstanding in the first round of observations in the autumn term of 19-20.

ESFA Learners who completed their programmes of study in this year progressed into the following destinations:

- Paid employment: 2
- Voluntary employment: 4
- Further education: 2
- Day Services: 11
- After College After Care: 9

After College Aftercare is a service that was created in 2016 for those learners who progress into employment and for whatever reason plans do not progress as expected. For some learners it required our intervention with employers to help sustain placements, for other learners it was to work with them to regain employment at other employers. Since its creation the club has helped 6 learners secure employment and in September 2020 aims to support a further 9 learners back to employment Covid restrictions permitting.

ESFA Learner academic rates of success 19-20:

- Awards in Employability: 100%
- Mathematics: 95%
- English: 97%
- Information and Communication Technology (ICT): 94%

The quality of education is good. During the autumn term Learning was most effective in practical contexts. During Covid 85% (66) of learners engaged regularly with staff and completed work towards their qualifications and personal skill development. 10% (8) of learners accessed college sites (The Archer and Apperknowle Farm), which remained open and staffed to support learners for whom working at home was difficult and led to behavioural difficulties. The remaining 5% (4) did not engage regularly with college staff but were given work to complete with parents at a reduced rate, such was their level of anxiety and or complex needs.

Financial review

a. Financial review and reserves policy

Total income increased from £2,316,774 to £2,585,343 and total expenditure from £2,248,046 to £2,451,141. The 2019/20 financial year concluded with net income of £134,202 (2019: net income £68,728). Total funds carried forward at the year end were £797,009 (2019: £662,807) of which £757,040 (2019: £657,167) are unrestricted funds and £39,969 (2019: £5,640) are restricted funds.

The principal funding for charitable activities is from central government and local authorities for education services for its learners.

The purchase of Apperknowle Farm has proved to be a success this investment ensured that the charity was able to operate in high quality teaching environments and attract a modest increase in learners enrolling onto programmes of study. This increased learner roll led to increased income and enabled Landmarks to return to another surplus for the year ended 31 August 2020 for the third year running, with net current assets, progress towards positive free reserves, and a positive cash flow. Learner numbers have increased to 135 and are expected to increase again in 2020 and beyond. The latest management accounts to 31 December 2020 show that the above measures are continuing to have a positive effect and the college is outperforming its budget during the first 4 months of 2020/21.

The reserves policy was confirmed by the Trustees and the Charity is working towards agreeing a coherent strategy that balances the free reserve needs of the Charity with the ethical obligation to apportion funds to learner benefit. The college had reviewed the approach of six comparable organisations, who adopt in the main, a percentage of income as a reserves policy, therefore the college adopted a 10% of income policy which for 19-20 was £258,406 until such time as a more robust analysis can be conducted which the trustees plan to have confirmed in 20-21.

Free reserves at 31 August 2020 were £255,951 which is just below the current target level.

b. Landmarks strategic priorities

Development Plan

The Development Plan sets out wider aims agreed by the Trustees for the academic year. It states how the Landmarks' mission statement will be achieved and links to the budget set for that year. Landmarks has a well-established cycle of development and improvement and the self-assessment priorities provide targets for achieving this. The performance of the college is monitored by the Board of Trustees, Local Authority funders and Ofsted (regarding quality of college provision) and the collection and analysis of data to support trustee and college leaders' judgements made is crucial to accurate self-assessment.

Strategic vision

Our vision is 'to be recognised nationally for transforming the lives of our learners'. Whilst accessing Landmarks' provision learners will be challenged to achieve their potential within a supportive, motivating and fulfilling environment.

We will achieve this by concentrating on five core strategic themes:

- Deliver an outstanding learner experience
- Ensure all learners achieve aspirational, sustainable outcomes
- Be the college of choice
- Be the employer of choice
- Manage finances responsibly

The current health, political and economic climate presents a number of significant challenges for this sector. Covid has had a significant impact on the planned activities of the college, which were largely accommodated for by moving delivery onto online learning, but ultimately the Employability outcomes of that Pathway have been affected. However, support from Local Authorities to extend placements until the new calendar year have been agreed to allow more time for learners to secure employment.

Politically due to the significant cost of Covid, local authority budgets have been under immense pressure and changes are occurring to the way in which specialist provision for disabled learners is commissioned.

We intend to study the emerging pattern of 16-25 learners with learning difficulties funding and plan for anticipated

adjustments and/or opportunities. We are keen to explore the new delivery models and remain flexible and responsive to change.

Landmarks will position itself as a key player in delivering programmes for individuals with who wish to improve their independent living skills and secure employment for whom mainstream provision is inappropriate.

The Covid pandemic has had an impact on the Charity, the College partially closed in March 2020 for the remainder of the academic year. Learners were supported online and in their own homes, a few learners for who this wasn't possible continued to attend the farm and the Archer in covid secure environment. Most staff were able to work from home and continued to support learners. Learners who were due to complete their programmes and move into employment were unable to do so because of lockdown. These learners will be supported into 2021.

The 2019-2020 Quality Improvement Plan clearly articulated the targets we needed to focus on to continue to enhance quality and breadth of provision and ultimately to improve the quality of the learners' experiences and the outcomes they secure; these will be carried forward to 2021.

The Charity's income from EFSA was not affected and all expected income was received.

c. Quality improvement priorities 2020-21

- Improve transition planning arrangements, so that 80% of learners maintain their outcomes beyond 3 years.
- Ensure all learners on the Developing Independence Pathway access some form of work experience.
- To encourage learners to use subject-specific, professional and technical vocabulary.
- Develop the breadth of curriculum so that more learners develop life skills, interests and hobbies beyond the focus of their programmes.
- Improve delivery of safeguarding, prevent and British Values so that all learners are prepared well for life in modern Britain.
- Develop the information, advice and guidance offer to parents and carers to support learners' wider networks, including developing a consistent means of interacting with parents/carers.
- Develop the information, advice and guidance offer to learners with mental health difficulties to support them to receive the most appropriate care via signposting and working with external organisations.
- Develop the enrichment curriculum so that learners are able to develop and discover their interests and talents across all sites and Pathways.
- Develop observation processes so that college leaders can make judgements about learners' behaviour and attitudes outside of the classroom.
- Develop the work of the Learner Council, so that they impact college-wide policy making and awareness raising of council issues to learners across all sites.
- Participate in skills competitions or social action projects, so that learners have opportunities to demonstrate positive attitudes and commitment.
- Utilising ICT develop ways in which learners can provide independent feedback on how they feel they are progressing.
- Opportunities for learners to assess own learning will be reviewed as part of ongoing learning walks and tutor observations.
- Ensure staff are aware of, understand and consistently apply the curriculum intent.
- Ensure implementation of the curriculum is standardised across all sites and Pathways of the college.
- Deliver effective training and development activities to improve tutor pedagogy and the effectiveness of learning support deployment.
- Further develop tutor and learning support assistant knowledge on how to challenge learners to working at different academic levels in mathematics, English and ICT.
- Review qualifications on offer, so that those learners can achieve qualifications appropriate to their academic level

and or occupational outcome.
- Develop an ICT strategy for the whole curriculum, so that learner's confidence using technology is improved.
- Continue to improve the setting of RARPA targets through regular review, to ensure that RARPA targets are sequential and clearly demonstrate skill development over time.
- College leaders to ensure college managers, tutors and Learning Support Assistants receive focussed and highly effective professional development.
- College leaders to ensure that regular, frequent and meaningful engagement takes place with staff at all levels.
- College leaders to ensure staff wellbeing issues are not due to excessive workload demands at all levels and in all roles.
- Require mandatory completion of all internal staff and learner surveys.
- Trustees to develop Governance improvement planning activities so that leadership and management becomes outstanding by 2021.
- Trustees and college leaders evidence the continuous and sustainable positive impact Landmarks has on learners, families, and the local community / economy.

Structure, governance and management

a. Constitution

The company and the group are registered as a charitable company limited by guarantee and constituted under a Memorandum and Articles of Association dated 29 March 1995 as amended 6 May 2014 and 21 September 2016, registered charity number 1047557.

The principal object of the company and the group is to provide education and training to adults with learning difficulties/disabilities in a caring and sheltered environment.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Trustees are recruited via online advertising, both through voluntary sector Job Boards and through the college's own website. If the college receives an enquiry to become a trustee, they are invited to meet the Principal and are given a tour of the college.

If the applicant wishes to pursue their enquiry following a tour, they are then invited to observe the next trustee meeting and meet with the Chair of Trustees on a 1:1 basis. If both parties are in agreement, Trustees are asked to consider the application and vote on membership.

Each year trustees receive training pertinent to the college, covering areas of:
- Safeguarding & Prevent
- Mental Capacity
- Equality Diversity and Inclusion
- Safer Recruitment
- Female Genital Mutilation

Structure, governance and management (continued)

c. Pay policy for senior staff

The pay of the senior management team is reviewed annually, and any increases are agreed by the board. The senior management team are remunerated based on experience level and industry characteristics for their job role.

d. Organisational structure and decision making

The Trustees are appointed as outlined above and consist of those with a background in education and working with people with disabilities, human resources and private training provision. All Trustees are experienced in their roles and have in-depth knowledge and experience of the sector. Additional training is available on request or when directed by the Trustees.

The day to day management is the responsibility of the Principal, whilst strategic and financial decisions are made by the Trustees with input from the Principal.

e. Risk management

Major risks have been assessed and reviewed and are fully documented on the risk register. Procedures to manage these risks are maintained and reviewed on a regular basis.

The College operates from its site at Littlemoor House, Eckington and Apperknowle Farm in Dronfield.

Rented premises were acquired in April 2016 where Landmarks runs its Hospitality and Catering operations.

Additional rented premises were acquired in 2018 in Rotherham and Nottingham cities, where Landmarks runs its educational programmes of study. These acquisitions enabled increases in commissioned places from Rotherham and Nottingham City commissioners.

Further growth is anticipated over the next three-year period due to enhanced learner recruitment and targeted marketing activities, as well as a continuing partnership with a Rotherham based Multi-Academy Trust who Landmarks have worked closely with.

Covid 19 restrictions will continue to have an impact on the hospitality, retail and personal services employment opportunities.

The context of change

Landmarks faces the following challenges over the next three years -

1. To minimise the impact of Covid on college activities.
2. To achieve a college free reserve at an acceptable level.
3. To develop the use of Littlemoor House, Eckington and other satellite premises.
4. To improve standards towards Outstanding by the time of the next Ofsted inspection.
5. To maintain income levels which enable Landmarks to grow and develop.
6. To improve paid employment outcomes for Employability learners.
7. To be reputed for successful learner outcomes.

Structure, governance and management (continued)

Risks associated with these challenges

1. Replenishing college free reserves of 10% of fee income (c£250,000) requires a medium-term view and whilst 2019-20 contributed to this replenishment, Landmarks aspires to secure free reserve contributions each year, whilst also generating funds sufficient to reinvest in its offer.
2. The budget for 2020-21 will be reforecast in January 2021, allowing for adjustments in income and planned expenditure. Introducing a re-forecast enables the college to respond to changes in delivery. Financial reports have been improved and Trustees will receive budgetary forecasts at each meeting, if necessary, further remedial actions will be taken to ensure the predicted surplus occurs.
3. Board of Trustees have also created a sub-committee; Finance, Audit and Resources committee with delegated responsibilities for monitoring financial performance, audit success and resource deployment.
4. An overall Ofsted GOOD judgement was achieved in May 2018. However, the inspection framework has changed, and the bar will be raised further. In order to retain the good or achieve outstanding, Landmarks will need to continue its improvement journey as articulated in the Quality Improvement Plan.
5. The creation of WayFinder recruitment has proved successful in placing learners, however opportunities still exist to replicate this model into new areas, which should be considered if the college is to achieve its vision.

Management of the associated risks

Trustees of the Charity review risks to the organisation closely, featuring in most Trustee meetings to ensure the board are aware of the risk to the organisation and the measures in place to reduce likelihood and increase preparedness.

The board of Trustees along with the Principal and the finance subcommittee, will monitor college risk profile regularly, seeking to reduce short term risks associated with cash flow, who will then report to the wider board, charged with monitoring income and expenditure until the college regains its cash reserves.

f. Going concern

Due to Covid 19, college leaders have been requested to review the 'material uncertainty related to going concern' of the college to meet its obligations during the next financial period. As a result, the college leadership team presented a paper to the board declaring its position regarding material uncertainty.

Trustees have reviewed at length the project charity performance over at least the next 12-months and are satisfied that there are no material uncertainties related to going concern and that most likely scenarios have been modelled to inform that decision.

The Charity's income was unaffected by the Covid-19 pandemic, EFSA honoured the contracts and all learners continued their programmes, those learners who were unable to move into employment have had their funding extended for another term. With the enrolment of almost 100 learners in September 2020 the anticipated income for 2020-21 is £3.1 million.

The Trustees have approved the expenditure to rent additional teaching accommodation in Eckington and Nottingham to enable learners to be taught in Covid secure classrooms. Practices to prevent the spread of the virus are in place and at the time of writing only one learner has tested positive for Covid and no other learners or staff have been infected.

The Charity is confident that all its financial commitments will be met in 2020-21 and the foreseeable future whilst ever the EFSA and Local Authorities are able to fund our provision.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST2020

Statement of Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP 2019 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 group will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable group's auditor is unaware, and
- the Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

The auditor, BHP LLP, has indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

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

Louise Harby-Greaves (Feb 1, 2021 18:16 GMT)

L Harby-Greaves

Date: Feb 1, 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF LANDMARKS

Opinion

We have audited the financial statements of Landmarks (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 August 2020 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 and the Charities Act 2011.

Basis for opinion

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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements, and.
- the directors' report has 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires 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 directors' 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 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 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

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. 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 and its 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.

Jane Marshall (Feb 2, 2021 15:10 GMT)

Jane Marshall (Senior statutory auditor)
for and on behalf of
BHP LLP
Chartered Accountants
Statutory Auditor
57-59 Saltergate
Chesterfield
S40 1UL

Date: Feb 2, 2021

BHP LLP is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 AUGUST 2020

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	2	**43,647**	**49,942**	**93,589**	55,662
Charitable activities	3	-	**2,333,436**	**2,333,436**	2,105,241
Other trading activities	4	-	**148,318**	**148,318**	155,662
Investments	5	-	-	-	209
Other income	6	-	**10,000**	**10,000**	-
Total income		**43,647**	**2,541,696**	**2,585,343**	2,316,774
Expenditure on:					
Raising funds	7	-	**130,768**	**130,768**	134,964
Charitable activities	8	**9,758**	**2,310,615**	**2,320,373**	2,113,082
Total expenditure		**9,758**	**2,441,383**	**2,451,141**	2,248,046
Net income		**33,889**	**100,313**	**134,202**	68,728
Transfers between funds	19	**440**	**(440)**	-	-
Net movement in funds		**34,329**	**99,873**	**134,202**	68,728
Reconciliation of funds:					
Total funds brought forward		**5,640**	**657,167**	**662,807**	594,079
Net movement in funds		**34,329**	**99,873**	**134,202**	68,728
Total funds carried forward		**39,969**	**757,040**	**797,009**	662,807

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

LANDMARKS

(A company limited by guarantee)
REGISTERED NUMBER: 03039522

CONSOLIDATED BALANCE SHEET
AS AT 31 AUGUST 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible assets	13		**1,009,028**		969,066
			1,009,028		969,066
Current assets					
Stocks	15	**3,657**		3,253	
Debtors	16	**185,192**		81,030	
Cash at bank and in hand		**301,047**		262,851	
		489,896		347,134	
Creditors: amounts falling due within one year	17	**(230,264)**		(161,215)	
Net current assets			**259,632**		185,919
Total assets less current liabilities			**1,268,660**		1,154,985
Creditors: amounts falling due after more than one year	18		**(471,651)**		(492,178)
Total net assets			**797,009**		662,807
Charity funds					
Restricted funds	19		**39,969**		5,640
Unrestricted funds	19		**757,040**		657,167
Total funds			**797,009**		662,807

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

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

Louise Harby-Greaves (Feb 1, 2021 18:16 GMT)

L Harby-Greaves
Date: Feb 1, 2021

The notes on pages 19 to 38 form part of these financial statements.

LANDMARKS

(A company limited by guarantee)
REGISTERED NUMBER: 03039522

CHARITABLE COMPANY BALANCE SHEET
AS AT 31 AUGUST 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible fixed assets	13		**1,007,156**		966,532
Investments			**1**		1
			1,007,157		966,533
Current assets					
Debtors	16	**213,088**		104,929	
Cash at bank and in hand		**254,293**		235,646	
		467,381		340,575	
Creditors: amounts falling due within one year	17	**(221,032)**		(154,468)	
Net current assets			**246,349**		186,107
Total assets less current liabilities			**1,253,506**		1,152,640
Creditors: amounts falling due after more than one year	18		**(471,651)**		(492,178)
Total net assets			**781,855**		660,462
Charity funds					
Restricted funds	19		**39,969**		5,640
Unrestricted funds	19		**741,886**		654,822
Total funds			**781,855**		660,462

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

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

Louise Harby-Greaves (Feb 1, 2021 18:16 GMT)

L Harby-Greaves
Date: Feb 1, 2021

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2020

	Note	2020 £	2019 £
Cash flows from operating activities			
Net cash provided by operating activities	22	**211,759**	197,402
Cash flows from investing activities			
Bank interest		-	209
Purchase of tangible assets		**(153,036)**	(36,876)
Net cash used in investing activities		**(153,036)**	**(36,667)**
Cash flows from financing activities			
Repayments of borrowing		**(20,527)**	(19,057)
Net cash used in financing activities		**(20,527)**	**(19,057)**
Change in cash and cash equivalents in the year		**38,196**	**141,678**
Cash and cash equivalents at the beginning of the year		**262,851**	121,173
Cash and cash equivalents at the end of the year	23	**301,047**	262,851

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2020

1. Accounting policies

1.1 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.

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

The financial statements are presented in £ sterling which is the functional currency of charity.

1.2 Income

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

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be mesured reliably.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the charitable company which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

1.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of raising funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

1. Accounting policies (continued)

1.3 Expenditure (continued)

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

All expenditure is inclusive of irrecoverable VAT.

1.4 Basis of consolidation

The financial statements consolidate the accounts of Landmarks and its subsidiary undertakings, Landmarks Training Enterprises Limited.

The company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and expenditure account.

The results of the subsidiary are consolidated on a line by line basis.

1.5 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.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases.

Freehold property	- 2 - 10% straight line
Short-term leasehold property	- Over the remaining term of the lease
Motor vehicles	- 25% straight line
Fixtures and fittings	- 20% straight line

1.6 Operating leases

Rentals under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

1. Accounting policies (continued)

1.7 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.

1.8 Stocks

Stocks are valued at the lower of cost and net realisable value.

1.9 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.10 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

1.11 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.

1.12 Cash at bank and in hand

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

1.13 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1. Accounting policies (continued)

1.14 Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.15 Fund accounting

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

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

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

1.16 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Benefits are also provided to employees of the charity by the Teachers' Pension Scheme ("TPS").

The TPS is an unfunded scheme and contributions are calculated so as to spread the cost of pensions over employees' working lives with the charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of quadrennial valuations using a prospective unit credit method. The TPS is a multi employer scheme and there is insufficient information available to use defined benefit accounting. The TPS is therefore treated as a defined contribution scheme for accounting purposes and the contributions recognised in the period to which they relate.

1.17 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern and the latest management accounts show results are in excess of the budget and with a positive cashflow.

1. Accounting policies (continued)

1.18 Critical accounting estimates and areas of judgement

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

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2. Income from donations and legacies

	Restricted funds 2020 £	Unrestricted funds 2020 £	**Total funds 2020 £**	Total funds 2019 £
Donations received	-	1,471	**1,471**	6,727
Grants received	43,647	48,471	**92,118**	31,840
Sundry receipts	-	-	-	17,095
	43,647	49,942	**93,589**	55,662
Total 2019	4,000	51,662	55,662	

3. Income from charitable activities

	Unrestricted funds 2020 £	**Total funds 2020 £**	Total funds 2019 £
Income received for education services	2,333,436	**2,333,436**	2,105,241
Total 2019	2,105,241	2,105,241	

4. Income from other trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Archer Pub income	135,922	**135,922**	134,103
Apperknowle livery income	10,308	**10,308**	13,719
Bistro income	-	-	550
Fundraising income	2,088	**2,088**	7,290
	148,318	**148,318**	155,662
Total 2019	155,662	155,662	

5. Investment income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Deposit account interest	-	-	209
Total 2019	209	209	

6. Other income

	Unrestricted funds 2020 £	Total funds 2020 £
Coronavirus grant	10,000	**10,000**

7. Expenditure on raising funds

	Unrestricted funds 2020 £	Restricted funds 2020 £	**Total funds 2020 £**	Total funds 2019 £
Trading costs	83,034	-	**83,034**	81,891
Trading activities - other costs	47,618	-	**47,618**	52,204
Fundraising costs	-	-	-	869
Total 2020	130,652	-	**130,652**	134,964
Total 2019	134,964	-	134,964	

8. Charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Staff costs	1,721,629	-	**1,721,629**	1,455,138
Rent and rates	48,710	-	**48,710**	36,321
Insurance	34,183	-	**34,183**	22,662
Light and heat	15,348	-	**15,348**	8,783
Telephone	9,522	-	**9,522**	11,266
Postage and stationery	40,554	-	**40,554**	32,533
Advertising	885	-	**885**	12,533
Sundries	1,431	-	**1,431**	1,915
Mini bus and car expenses	53,670	-	**53,670**	43,230
Travel and subsistence	27,925	-	**27,925**	42,904
Repairs and renewals	55,200	-	**55,200**	53,782
Beneficiary costs	50,548	-	**50,548**	120,995
Cleaning	1,404	-	**1,404**	716
Staff recruitment	3,662	-	**3,662**	3,929
Staff training	12,774	-	**12,774**	20,272
Bank charges	719	-	**719**	946
Depreciation	102,654	9,758	**112,412**	91,176
Bank loan interest	15,215	-	**15,215**	17,489
Speech and language contract	53,721	-	**53,721**	61,567
Teaching and support costs	4,389	-	**4,389**	7,293
Legal and professional	38,053	-	**38,053**	47,458
Support costs (note 8)	18,419	-	**18,419**	20,174
Total 2020	2,310,615	9,758	**2,320,373**	2,113,082
Total 2019	2,108,499	4,583	2,113,082	

9. Support costs

	Unrestricted funds 2020	Restricted funds 2020	Total funds 2020	Total funds 2019
	£	£	£	£
Audit fees	8,640	-	8,640	8,640
Accountancy fees	9,779	-	9,779	11,534
Total	18,419	-	18,419	20,174

In 2019 all support costs were unrestricted.

10. Staff costs

	Group 2020	Group 2019	Company 2020	Company 2019
	£	£	£	£
Wages and salaries	**1,518,461**	1,287,320	**1,518,461**	1,287,320
Social security costs	**110,458**	90,509	**110,458**	90,509
Contribution to defined contribution pension schemes	**92,710**	77,309	**92,710**	77,309
	1,721,629	1,455,138	**1,721,629**	1,455,138

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

	Group 2020	Group 2019
	No.	No.
Total	**90**	82

10. Staff costs (continued)

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

	Group **2020**	*Group* 2019
	No.	No.
In the band £60,001 - £70,000	**1**	1

Key management personnel remuneration for the year including Employers' NI and Pension totalled £453,558 (2019: £466,026).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 August 2020, no Trustee expenses have been incurred (2019 - £125 to 1 Trustee).

12. Net income/(expenditure)

This is stated after charging:

	2020	2019
	£	£
Depreciation of tangible fixed assets:		
- owned by the group	113,074	91,176
Auditor's remuneration - audit	8,640	8,640
Auditor's remuneration - other services	9,779	11,534

13. Tangible fixed assets

Group

	Freehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost					
At 1 September 2019	**984,719**	**10,896**	**30,497**	**329,157**	**1,355,269**
Additions	**-**	**-**	**15,025**	**138,011**	**153,036**
At 31 August 2020	**984,719**	**10,896**	**45,522**	**467,168**	**1,508,305**
Depreciation					
At 1 September 2019	**136,616**	**3,818**	**17,174**	**228,595**	**386,203**
Charge for the year	**51,637**	**1,090**	**9,259**	**51,088**	**113,074**
At 31 August 2020	**188,253**	**4,908**	**26,433**	**279,683**	**499,277**
Net book value					
At 31 August 2020	**796,466**	**5,988**	**19,089**	**187,485**	**1,009,028**
At 31 August 2019	848,103	7,078	13,323	100,562	969,066

The net book value of assets secured against the liabilities of the charity totals £796,466 (2019: £848,103).

13. Tangible fixed assets (continued)

Company

	Freehold property £	Short-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation					
At 1 September 2019	**984,719**	**10,896**	**30,497**	**325,848**	**1,351,960**
Additions	-	-	**15,025**	**138,011**	**153,036**
At 31 August 2020	**984,719**	**10,896**	**45,522**	**463,859**	**1,504,996**
Depreciation					
At 1 September 2019	**136,616**	**3,818**	**17,174**	**227,820**	**385,428**
Charge for the year	**51,637**	**1,090**	**9,259**	**50,426**	**112,412**
At 31 August 2020	**188,253**	**4,908**	**26,433**	**278,246**	**497,840**
Net book value					
At 31 August 2020	**796,466**	**5,988**	**19,089**	**185,613**	**1,007,156**
At 31 August 2019	848,103	7,078	13,323	98,028	966,532

14. Fixed asset investments

	2020 £	2019 £
Landmarks Training Enterprises Limited	**1**	1

15. Stocks

	Group 2020 £	Group 2019 £
Bar and food stock	**3,657**	3,253

16. Debtors

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Due within one year				
Trade debtors	**134,548**	44,361	**134,548**	44,361
Amounts owed by group undertakings	**2,345**	-	**31,449**	26,398
Other debtors	**11,913**	6,750	**11,911**	6,750
Prepayments and accrued income	**36,386**	29,919	**35,180**	27,420
	185,192	81,030	**213,088**	104,929

17. Creditors: Amounts falling due within one year

	Group 2020 £	Group 2019 £	Company 2020 £	Company 2019 £
Bank loans	**23,736**	23,736	**23,736**	23,736
Trade creditors	**3,640**	7,416	**3,184**	6,504
Other creditors	**66,451**	37,738	**60,493**	34,544
Accruals and deferred income	**136,437**	92,325	**133,619**	89,684
	230,264	161,215	**221,032**	154,468

18. Creditors: Amounts falling due after more than one year

	Group 2020	Group 2019	**Company 2020**	Company 2019
	£	£	**£**	£
Bank loans	**471,651**	492,178	**471,651**	492,178

Amounts repayable by instalments which falls due after 5 years:

	Group 2020	Group 2019	**Company 2020**	Company 2019
	£	£	**£**	£
Repayable by instalments	**376,705**	391,745	**376,705**	391,745
	376,705	391,745	**376,705**	391,745

The bank loans are secured on the assets of the charitable company.

19. Statement of funds

Statement of funds - current year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
Unrestricted funds					
General Funds	**654,822**	**2,395,774**	**(2,308,270)**	**(440)**	**741,886**
Subsidiary Company Reserves	**2,345**	**145,922**	**(133,113)**	**-**	**15,154**
	657,167	**2,541,696**	**(2,441,383)**	**(440)**	**757,040**
Restricted funds					
IT	**(3,456)**	**25,000**	**(4,481)**	**-**	**17,063**
Sensory garden	**1,117**	**-**	**-**	**-**	**1,117**
Bistro	**8,419**	**18,647**	**(5,277)**	**-**	**21,789**
Apperknowle	**(440)**	**-**	**-**	**440**	**-**
	5,640	**43,647**	**(9,758)**	**440**	**39,969**
Total of funds	**662,807**	**2,585,343**	**(2,451,141)**	**-**	**797,009**

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2018 £	Income £	Expenditure £	Balance at 31 August 2019 £
Unrestricted funds				
General Funds	585,236	2,176,334	(2,106,748)	654,822
Subsidiary Company Reserves	2,620	136,440	(136,715)	2,345
	587,856	2,312,774	(2,243,463)	657,167
Restricted funds				
IT	-	-	(3,456)	(3,456)
Sensory Garden	1,279	-	(162)	1,117
Bistro	4,944	4,000	(525)	8,419
Apperknowle	-	-	(440)	(440)
	6,223	4,000	(4,583)	5,640
Total of funds	594,079	2,316,774	(2,248,046)	662,807

Restricted funds

IT
Grant received to purchase new IT equipment to improve learner facilities as well as fund for the salary of a new technician.

Sensory Garden
For works to be done on a sensory garden for the benefit of the learners.

Bistro
Grant received for the purpose of renovating the bistro.

Apperknowle
Money received from the Nineveh Trust for the purpose of general improvements to the farm facilities at Apperknowle, this funding is specific to Apperknowle however not for any particular improvements.

20. Summary of funds

Summary of funds - current year

	Balance at 1 September 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2020 £
General funds	**657,167**	**2,541,696**	**(2,441,383)**	**(440)**	**757,040**
Restricted funds	**5,640**	**43,647**	**(9,758)**	**440**	**39,969**
	662,807	**2,585,343**	**(2,451,141)**	**-**	**797,009**

Summary of funds - prior year

	Balance at 1 September 2018 £	Income £	Expenditure £	Balance at 31 August 2019 £
General funds	587,856	2,312,774	(2,243,463)	657,167
Restricted funds	6,223	4,000	(4,583)	5,640
	594,079	2,316,774	(2,248,046)	662,807

21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	12,552	996,476	**1,009,028**
Current assets	27,417	462,479	**489,896**
Creditors due within one year	-	(230,264)	**(230,264)**
Creditors due in more than one year	-	(471,651)	**(471,651)**
Total	39,969	757,040	**797,009**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	4,560	964,506	969,066
Current assets	1,080	346,054	347,134
Creditors due within one year	-	(161,215)	(161,215)
Creditors due in more than one year	-	(492,178)	(492,178)
Total	5,640	657,167	662,807

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

	Group 2020 £	Group 2019 £
Net income for the period (as per Statement of Financial Activities)	**134,202**	**68,728**
Adjustments for:		
Depreciation charges	**113,074**	91,736
Bank interest	**-**	(209)
(Increase)/Decrease in stocks	**(404)**	(562)
(Increase)/Decrease in debtors	**(101,817)**	(2,041)
Increase/(decrease) in creditors	**66,704**	39,750
Net cash provided by operating activities	**211,759**	197,402

23. Analysis of cash and cash equivalents

	Group 2020 £	Group 2019 £
Cash in hand	**301,047**	262,851
Total cash and cash equivalents	**301,047**	262,851

24. Analysis of changes in net debt

	At 1 September 2019 £	Cash flows £	At 31 August 2020 £
Cash at bank and in hand	**262,851**	**38,196**	**301,047**
Debt due within 1 year	**(23,736)**	**(2,345)**	**(26,081)**
Debt due after 1 year	**(492,178)**	**20,527**	**(471,651)**
	(253,063)	**56,378**	**(196,685)**

25. Operating lease commitments

At 31 August 2020 the total of the group's future minimum lease payments under non-cancellable operating leases was:

	Group 2020 £	Group 2019 £
Within 1 year	**48,959**	27,538
Between 1 and 5 years	**85,950**	12,190
	134,909	39,728

Lease payments recognised as an expense during the year totalled £73,654 (2019: £32,576).

26. Related party transactions

The charitable company owns 100% of its subsidiary Landmarks Trading Enterprises Limited. During the year, expenditure was recharged of £25,516 to the subsidiary company (2019: £37,396) for audit, accountancy, repairs and stock purchases. At the year end amounts totalling £29,104 (2019: £26,398) are included within debtors owed to the parent charitable company.

27. Principal subsidiaries

The following was a subsidiary undertaking of the charitable company:

Name	Company number	Class of shares	Holding
Landmarks Trading Enterprises Limited	10374758	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss)/ Surplus/ (Deficit) for the year £	Net assets £
Landmarks Trading Enterprises Limited	**145,922**	**130,768**	**15,154**	**15,155**