

# HOTEL SCHOOL

England & Wales · Charity number 1176270

## Details

---

**Status** Registered

**Legal form** Trust

**Registered** 2017-12-13

**Register** [View on the Charity Commission register](#)

## Contact

---

**Address** Goring Hotel  
15 Beeston Place  
London  
SW1W 0JW

**Phone** 020 7396 9000

**Website** [www.hotelschool.org.uk](http://www.hotelschool.org.uk)

## Activities

---

**Objects:** TO RELIEVE THE CHARITABLE NEEDS OF PEOPLE WHO ARE HOMELESS OR WHO ARE AT RISK OF HOMELESSNESS OR ARE IN FINANCIAL HARDSHIP THROUGH EDUCATION AND TRAINING IN HOSPITALITY SKILLS AND SUPPORT TO GET SUCH PEOPLE INTO REWARDING FULL TIME WORK IN THE HOSPITALITY SECTOR AND TO MAINTAIN THEIR EMPLOYMENT IN SUITABLE JOBS.

**Activities:** Hotel School teaches hospitality skills to homeless and vulnerable people, matches them to sustainable employment, and supports them in their first steps into work.

## Classification

---

- **How:** Makes Grants To Organisations, Provides Services
- **What:** Education/training
- **Who:** The General Public/mankind

## Geography

---

- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£365,311	£267,063	-	-
2024-03-31	£294,838	£227,081	-	-
2023-03-31	£172,418	£165,978	-	-
2022-03-31	£142,045	£125,467	-	-
2021-03-31	£23,946	£91,912	-	-

## Trustees

Name	Role	Appointed
<b>JEREMY CHRISTOPHER RICHARD GORING</b>	Chair	2017-11-01
CRIPPS TRUST CORPORATION LIMITED		2017-11-01
Nathalie Anna Reeves		2024-11-18
Rob Flinter		2018-04-01
Ruth Anne Casey		2018-04-01

**HOTEL SCHOOL**

England & Wales - Charity number 1176270

---

# Accounts

---

Charity registration number 1176270 (England and Wales)

**HOTEL SCHOOL**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

# HOTEL SCHOOL

## LEGAL AND ADMINISTRATIVE INFORMATION

---

<b>Trustees</b>	J Goring R Flinter J Levin R Casey Cripps Trust Corporation Limited
<b>Charity number</b>	1176270
<b>Registered office</b>	The Goring Hotel 15 Beeston Place London SW1W 0JW
<b>Independent examiner</b>	Stephen Meredith Alliotts LLP 3 London Square Cross Lanes Guildford Surrey GU1 1UJ

---

# HOTEL SCHOOL

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 4
Independent examiner's report	5
Statement of financial activities	6
Balance sheet	7
Notes to the financial statements	8 - 15

---

# HOTEL SCHOOL

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2025

---

#### Welcome

This has been a year of momentum and milestones. Between April 2024 and March 2025, we supported three 10-week training cohorts, guided graduates into employment across London's hospitality sector, and deepened the wrap-around support that underpins sustained change.

This year, Hotel School has once again demonstrated the power of hospitality to change lives. Our students' resilience, commitment, and determination have been inspiring, while the generosity of our partners has continued to shape every success. We are deeply proud of the record-breaking Cohort 20 and the overall graduation rate of 95 percent, the highest in our history.

The achievements of the past year highlight the strength of our community and the continued need for our work. As we look ahead, we remain committed to expanding opportunities, supporting our graduates beyond the classroom, and deepening partnerships across London's hospitality industry. We remain profoundly grateful to our partners, volunteers, and supporters who make this work possible every day.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

#### Objectives and activities

##### Our Purpose and Public Benefit

Hotel School exists to relieve disadvantage and social exclusion by providing training, employability support, and routes into work - primarily for people experiencing, or at risk of, homelessness.

Through practical training, coaching, and partnership with employers, we help people rebuild confidence, develop workplace skills, and achieve long-term independence. The trustees confirm that the charity's activities deliver a clear and measurable public benefit, in accordance with the Charity Commission's guidance.

##### Who We Support and Why It Matters

People facing homelessness and housing insecurity encounter multiple barriers to work, including interrupted education, trauma, and lack of recent experience. Hotel School's model addresses these barriers through structured learning, trauma-informed support, and strong employer partnerships.

Our base remains at Westminster Kingsway College's Victoria Centre, whose facilities help provide a high-quality, inclusive training environment. The blend of professional hospitality education and personalised wellbeing support continues to be the cornerstone of our impact.

##### *Public benefit*

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

# HOTEL SCHOOL

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

---

### Achievements and performance

#### What We Did in 2024–25

During this reporting year, Hotel School delivered three full 10-week training programmes, graduating a total of 36 students who then progressed into our Employment & Progression programme for continued support and mentoring.

#### Cohorts delivered and outcomes:

Cohort 19 (May–July 2024): 11 graduates; approximately 90% graduation rate. Cohort 20 (September–November 2024): 15 graduates; 100% graduation rate - our largest and most successful cohort to date. Cohort 21 (January–March 2025): 10 graduates; 100% graduation rate.

These results reflect not only the hard work of our students but also the dedication of our trainers, mentors, and Employer Partners who create a welcoming bridge into sustainable employment.

#### Progression into Work

Graduates have moved into a range of front- and back-of-house roles across London's hospitality scene, including positions such as receptionist, hospitality assistant, runner, barista, kitchen porter, and commis chef.

By year-end, almost half of Cohort 20 were already in paid employment, with the majority placed with our Employer Partners. Others continued to receive targeted job coaching, confidence-building sessions, and interview preparation as part of our Employment & Progression support.

This aftercare is a crucial part of our model, ensuring that graduates are not just work-ready but work-sustained. Travel assistance, mentoring check-ins, and wellbeing follow-ups all play a role in helping our alumni achieve stability.

"I felt 100% supported... I felt free and calm - this feeling is worth a lifetime." Graduate feedback, Cohort 21

#### Training Innovations and Highlights

Throughout the year, we introduced several new curriculum elements to strengthen employability and resilience:

- Stress management and wellbeing sessions to help students manage pressure in the workplace.
- Industry specialists delivered sessions on CV writing, mock interviews, and hospitality masterclasses.
- A new public speaking and reflection module consolidated learning and improved communication skills.
- Hospitality site visits to The Westminster, Nobu Shoreditch, and Holiday Inn Express Southwark offered real-world insights into operations.
- A lively Skills Showcase saw cohort teams plan and deliver themed service experiences for partners and supporters.

These innovations enriched the learning journey and helped participants gain confidence, professionalism, and pride in their achievements.

#### Case Studies

A graduate joined a London hotel over the festive period in a temporary role and, within weeks, was offered a full-time front-of-house position. Continued mentoring helped them settle, build confidence, and progress within the team.

Another graduate balancing housing challenges secured a part-time kitchen porter role after a trial shift, with hours tailored to family responsibilities - an important first step back into regular employment.

These personal journeys capture the human side of our work: small steps that lead to life-changing progress.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

---

### Partnerships

Our impact is made possible by a generous network of Employer Partners across London's hotels, venues, restaurants, and cafés. Through placements, workshops, and employment opportunities, these organisations provide the vital bridge between training and lasting work.

This year we were proud to work with partners including Searcys, The Goring, The Westminster, The Westin London City, The London EDITION, The Ned, Park Plaza, Nobu Shoreditch, Pret A Manger, and many others.

We are equally grateful to our Referral Partners - including Crisis, St Mungo's, Westminster Employment Service, Groundwork London, and other local agencies - who connect participants to our programme.

Our Teaching & Training Partners and sponsors also enrich the experience through masterclasses, facilities, and in-kind support. Collectively, these relationships make our work possible.

### Recognition

Hotel School's work continued to be recognised across the sector, building on prior awards and growing visibility within the hospitality and social impact communities. Following recognition in the Big Issue's Top 100 Changemakers (2024) and the Cateys Special Award (2023), Hotel School continued to attract attention for its innovative approach to inclusive training and employment.

Our alumni community reached new milestones, with many graduates marking one- and two-year employment anniversaries in partner establishments. Team members were invited to share best practice at industry forums and partner events, showcasing the value of trauma-informed employment pathways.

Employer Partners also celebrated our graduates' achievements, with several alumni promoted into supervisory and leadership roles during the year.

"Hotel School graduates bring empathy, energy, and a real sense of purpose to the workplace."  
Employer Partner

These recognitions reflect not only external acknowledgment but also the internal strength of our model: collaboration, compassion, and professionalism in equal measure.

### Financial review

The Statement of Financial Activities shows total income of £365,311 (2024: £294,838) for this year, with total expenditure of £267,063 (2024: £227,081), leaving £199,010 (2024: £100,762) of funds carried forward at 31 March 2025, of which £45,346 were restricted.

### Reserves Policy

No reserves policy has been developed at this stage of development of the charity.

Free reserves, represented by unrestricted funds, were £153,664 (2024: £82,981) at the year end.

### Risk Management

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

---

### Plans for future periods

- Sustain three cohorts with strong graduation and progression rates.
- Expand employer-facing training on trauma-informed support to improve retention and wellbeing.
- Broaden referral pathways to reach those most affected by homelessness and housing insecurity.
- Expand our staff team and training facilities to meet rising demand.
- Strengthen employer partnerships and share best practice through workshops and learning sessions.
- Embed the PIE framework across all programme areas to ensure wellbeing and long-term success.

Together, these plans will build on the successes of 2024–25 and ensure that more people can transform their futures through hospitality training.

### Structure, governance and management

The charity was established by trust deed and registered as a charity with the Charity Commission of England and Wales on 13 December 2017 ( registered number 1176270). Day-to-day operations are delivered by a small staff team (Programme, Hospitality Training, Employment & Progression, and Fundraising), supported by volunteers from the hospitality industry.

The Board of Trustees meets regularly to set strategic direction, oversee performance, and safeguard the charity's assets and beneficiaries.

The trustees who served during the year and up to the date of signature of the financial statements were:

- J Goring
- R Flinter
- G Booth
- R Duston
- Mr J Levin
- Cripps Trust Corporation Limited

The trustees' report was approved by the Board of Trustees.

*Jeremy Goring*

Jeremy Goring (Dec 19, 2025, 12:40pm)

J Goring

**Trustee**

Date: 19 Dec 2025.....

# HOTEL SCHOOL

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HOTEL SCHOOL

---

I report to the trustees on my examination of the financial statements of Hotel School (the charity) for the year ended 31 March 2025.

### Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011.

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

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

Your attention is drawn to the fact that the charity has prepared the financial statements in accordance with the relevant version of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn. I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with UK Generally Accepted Accounting Practice.

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination.

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

*Stephen Meredith*

---

Stephen Meredith (Dec 19, 2025, 12:41pm)  
**Stephen Meredith FCA DChA**

### Alliotts LLP

One Ground Floor  
3 London Square  
Cross Lanes  
Guildford  
Surrey  
GU1 1UJ

19 Dec 2025  
Dated: .....

# HOTEL SCHOOL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
<b>Income from:</b>							
Donations and legacies	3	78,678	286,633	365,311	57,838	237,000	294,838
<b>Total income</b>		<u>78,678</u>	<u>286,633</u>	<u>365,311</u>	<u>57,838</u>	<u>237,000</u>	<u>294,838</u>
<b>Expenditure on:</b>							
Raising funds	4	-	11,078	11,078	-	10,500	10,500
Charitable activities	5	7,995	247,990	255,985	7,036	209,545	216,581
<b>Total expenditure</b>		<u>7,995</u>	<u>259,068</u>	<u>267,063</u>	<u>7,036</u>	<u>220,045</u>	<u>227,081</u>
<b>Net income and movement in funds</b>		70,683	27,565	98,248	50,802	16,955	67,757
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2024		<u>82,981</u>	<u>17,781</u>	<u>100,762</u>	<u>32,179</u>	<u>826</u>	<u>33,005</u>
<b>Fund balances at 31 March 2025</b>		<u>153,664</u>	<u>45,346</u>	<u>199,010</u>	<u>82,981</u>	<u>17,781</u>	<u>100,762</u>

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

# HOTEL SCHOOL

## BALANCE SHEET

AS AT 31 MARCH 2025

---

	Notes	2025 £	£	2024 £	£
<b>Current assets</b>					
Cash at bank and in hand		207,969		108,410	
<b>Creditors: amounts falling due within one year</b>	<b>11</b>	<u>(8,959)</u>		<u>(7,648)</u>	
<b>Net current assets</b>			<u>199,010</u>		<u>100,762</u>
<b>The funds of the charity</b>					
Restricted income funds	<b>13</b>		45,346		17,781
Unrestricted funds	<b>14</b>		<u>153,664</u>		<u>82,981</u>
			<u>199,010</u>		<u>100,762</u>

The financial statements were approved by the trustees on 19 Dec 2025 .....

*Jeremy Goring*

Jeremy Goring (Dec 19, 2025, 12:40pm)

J Goring  
Trustee

# HOTEL SCHOOL

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

---

### 1 Accounting policies

#### Charity information

Hotel School is an unincorporated entity registered with the Charity Commission (no. 1176270). The principal office is The Goring Hotel, 15 Beeston Place, London, England, SW1W 0JW.

#### 1.1 Basis of preparation

The financial statements have been prepared in accordance 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

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

#### 1.3 Charitable funds

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

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

#### 1.4 Income

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

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

Where services or goods are provided to the charity as a donation that would normally be purchased from suppliers, the contribution is included in the financial statements as both income and expenditure at its estimated fair value based on the value of the contribution to the charity.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

# HOTEL SCHOOL

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

---

### 1 Accounting policies

(Continued)

Governance costs comprise amounts payable for the administration of the charity.

All support costs are allocated to the charity's only charitable activity.

#### 1.6 Cash and cash equivalents

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

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.7 Employee benefits

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

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

#### 1.8 Retirement benefits

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

# HOTEL SCHOOL

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

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	75,373	286,633	362,006	42,928	237,000	279,928
Donated goods and services	3,305	-	3,305	3,150	-	3,150
Other	-	-	-	11,760	-	11,760
	<u>78,678</u>	<u>286,633</u>	<u>365,311</u>	<u>57,838</u>	<u>237,000</u>	<u>294,838</u>

### 4 Expenditure on raising funds

	Restricted funds 2025 £	Restricted funds 2024 £
<b>Fundraising and publicity</b>		
Advertising	<u>11,078</u>	<u>10,500</u>

# HOTEL SCHOOL

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

### 5 Expenditure on charitable activities

	2025	2024
	£	£
<b>Direct costs</b>		
Staff costs	181,408	156,556
Training course development and materials	30,477	24,007
Student travel	13,636	12,885
Student welfare	11,081	8,839
Volunteer expenses	537	721
Event costs	3,417	-
	<u>240,556</u>	<u>203,008</u>
<b>Share of support and governance costs (see note 6)</b>		
Support	7,464	6,823
Governance	7,965	6,750
	<u>255,985</u>	<u>216,581</u>
<b>Analysis by fund</b>		
Unrestricted funds	7,995	7,036
Restricted funds	247,990	209,545
	<u>255,985</u>	<u>216,581</u>

### 6 Support costs allocated to activities

	2025	2024
	£	£
Office stationery	1,332	1,847
Cleaning supplies	2,922	1,901
Telephone	2,806	2,606
Insurance	157	157
Bank charges	247	312
Governance	7,965	6,750
	<u>15,429</u>	<u>13,573</u>
<b>Governance costs comprise:</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Accountancy and Independent Examination	7,685	6,750
Legal and professional	280	-
	<u>7,965</u>	<u>6,750</u>

# HOTEL SCHOOL

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

### 6 Support costs allocated to activities (Continued)

Accountancy and Independent Examination fees include Independent Examination fees of £3,305 (2024: £3,150).

7 Net movement in funds	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	7,685	6,750

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 9 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Training programme staff	4	4

### Employment costs

	2025 £	2024 £
Wages and salaries	164,732	143,187
Social security costs	12,423	9,739
Other pension costs	4,253	3,630
	181,408	156,556

There were no employees whose annual remuneration was more than £60,000.

### 10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

# HOTEL SCHOOL

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

### 11 Creditors: amounts falling due within one year

	2025	2024
	£	£
Other taxation and social security	4,328	3,865
Trade creditors	-	16
Other creditors	865	767
Accruals and deferred income	3,766	3,000
	<u>8,959</u>	<u>7,648</u>

### 12 Retirement benefit schemes

	2025	2024
	£	£
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	4,253	-
	<u>4,253</u>	<u>-</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

### 13 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
Savoy Educational Trust	-	107,633	(107,633)	-
Northbank Business Improvement District	5,500	20,000	(18,718)	6,783
Victoria Business Improvement District	12,281	40,000	(38,718)	13,564
Westminster Community Contribution Fund	-	12,500	(12,500)	-
The Albert Hunt Trust	-	7,000	(7,000)	-
The Fore Trust	-	30,000	(5,000)	25,000
The Julia Rausing Trust	-	25,000	(25,000)	-
The Adrian Swire Charitable Trust	-	20,000	(20,000)	-
Nemi Teas Limited	-	12,000	(12,000)	-
Shaftesbury Capital	-	5,000	(5,000)	-
Landsec	-	3,000	(3,000)	-
West London Hotel Managers Association	-	2,500	(2,500)	-
Worshipful Compan of Innholders	-	2,000	(2,000)	-
	<u>17,781</u>	<u>286,633</u>	<u>(259,068)</u>	<u>45,346</u>

# HOTEL SCHOOL

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

### 13 Restricted funds (Continued)

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Savoy Educational Trust	826	126,500	(127,326)	-
Northbank BID	-	20,000	(14,500)	5,500
Victoria BID	-	40,000	(27,719)	12,281
Lord Forte Foundation	-	15,000	(15,000)	-
Westminster Community Contribution Fund	-	25,000	(25,000)	-
The Albert Hunt Trust	-	7,000	(7,000)	-
Edward Harvist	-	1,000	(1,000)	-
West London Hotel Managers Association	-	2,500	(2,500)	-
	<u>826</u>	<u>237,000</u>	<u>(220,045)</u>	<u>17,781</u>

The above funds are subject to the following restrictions

Savoy Educational Trust	for hospitality training programmes
Business Improvement Districts (Northbank & Victoria)	for hospitality training programmes
Lord Forte Foundation	for employment, travel and office costs of training
Westminster Community Contribution Fund	for uniform and food costs of training
The Albert Hunt Trust	for travel, clothing & food costs of delivering training
Edward Harvist	for uniform and food costs of training
West London Hotel Managers Association	for hospitality training programmes
The Fore Trust	for employment costs
The Julia Rausing Trust	for hospitality training programmes
The Adrian Swire Charitable Trust	for hospitality training programmes
Nemi Teas Limited	for hospitality training programmes
Shaftesbury Capital	for hospitality training programmes
Landsec	for student travel costs
Worshipful Company of Innholders	for hospitality training programmes

### 14 Unrestricted funds

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

	At 1 April 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
General funds	82,981	78,678	(7,995)	153,664
	<u>82,981</u>	<u>78,678</u>	<u>(7,995)</u>	<u>153,664</u>
Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
General funds	32,179	57,838	(7,036)	82,981
	<u>32,179</u>	<u>57,838</u>	<u>(7,036)</u>	<u>82,981</u>

# HOTEL SCHOOL

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

---

### 15 Analysis of net assets between funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
<b>At 31 March 2025:</b>			
Current assets/(liabilities)	153,664	45,346	199,010
	<u>153,664</u>	<u>45,346</u>	<u>199,010</u>
	<u><u>153,664</u></u>	<u><u>45,346</u></u>	<u><u>199,010</u></u>
	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>At 31 March 2024:</b>			
Current assets/(liabilities)	82,981	17,781	100,762
	<u>82,981</u>	<u>17,781</u>	<u>100,762</u>
	<u><u>82,981</u></u>	<u><u>17,781</u></u>	<u><u>100,762</u></u>

### 16 Related party transactions

In the year £50,000 (2024: £nil) was donated by The Goring Hotel, which is regarded as a related party as a trustee of the charity is CEO of the Hotel.

**HOTEL SCHOOL**

England & Wales - Charity number 1176270

---

# Accounts

---

Charity registration number 1176270

**HOTEL SCHOOL**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

# HOTEL SCHOOL

## LEGAL AND ADMINISTRATIVE INFORMATION

---

**Trustees** J Goring  
R Flinter  
J Levin  
R Casey  
Cripps Trust Corporation Limited

**Charity number** 1176270

**Registered office** The Goring Hotel  
15 Beeston Place  
London  
SW1W 0JW

**Independent examiner** Stephen Meredith  
Alliotts LLP  
3 London Square  
Cross Lanes  
Guildford  
Surrey  
GU1 1UJ

---

# HOTEL SCHOOL

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 4
Independent examiner's report	5
Statement of financial activities	6
Balance sheet	7
Notes to the financial statements	8 - 15

---

# HOTEL SCHOOL

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2024

---

Welcome to our Annual Report. This year, Hotel School has been a beacon of transformation and hope, witnessing extraordinary progress thanks to the dedication and resilience of our students. The journeys documented within these pages highlight the profound changes our participants have achieved, underscoring the remarkable impact of support and determination on individuals facing homelessness. Each story is a testament to the power of the right resources and encouragement, illustrating that real and lasting change is not only possible but actively occurring every day.

The demand for our services remains as pressing as ever. The support for Hotel School is deeply appreciated - every act of advocacy and contribution directly fosters life-changing outcomes. We are honoured to share that Hotel School has been recognised as one of Big Issue's Top 100 Changemakers for 2024. This accolade is a shared achievement with our partners and supporters. As we move forward, we are excited to continue this mission together, striving to make a positive and enduring impact.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

#### Objectives and activities

##### Charity Objectives

The objects of the charity are to relieve the charitable needs of people who are homeless or who are at risk of homelessness or are in financial hardship through education and training in hospitality skills and support to get such people into rewarding full time work in the hospitality sector and to maintain their employment in suitable jobs.

Hotel School achieves its objects by teaching hospitality skills to homeless and vulnerable people, matching them to sustainable employment, and supporting them in their first steps into work.

##### *Public benefit*

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

##### Cohorts 17, 18 & 19

This year, Hotel School proudly completed Cohorts 17, 18, and 19 with 36 students graduating in total. Notably, Cohort 18 marked a significant milestone as the largest cohort to graduate to date, with 14 students successfully completing the programme. This achievement reflects the growing reach and effectiveness of our training.

##### Overall Outcomes:

- **Three cohorts** of intensive 10-week training cohorts were delivered, each designed to equip students with vital skills and confidence.
- **Ten taster sessions** were held both on and off-site, consistently reaching full capacity and providing students with hands-on experience in varied settings.
- **90%** of students successfully graduated from the 10-week programme, demonstrating the programme's high effectiveness.
- **100%** of graduates moved into the Employment & Progression phase of our support offer, reflecting the programme's ability to prepare students for the next steps in their careers.
- **70%** of graduates have secured employment in the hospitality sector. The remaining graduates have pursued further training and/or volunteering opportunities, showcasing the diverse paths our programme supports.
- **100%** of graduates reported increased confidence and felt better prepared to enter the workforce following graduation.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2024

---

#### Big Issue Top 100 Changemakers!

We are thrilled to have been named one of the Big Issue Top 100 Changemakers for 2024. This prestigious recognition celebrates individuals and organisations that are making significant improvements in the world. Our inclusion on this list is a testament to the hard work and dedication of everyone involved in Hotel School, from our team to our supporters. We are proud to share this honour and remain committed to driving positive change.

#### Training News from the Classroom

- **Customer Service Deep-Dive:** Volunteer Billie Barnes introduced a new theory session titled "Customer Service: Exceeding Expectations the Easy Way." This session provided students with practical tools to enhance guest experiences through simple, effective actions.
- **Sequence of Service Session:** Claire Pager, Director of Food and Beverage at St Martins Lane Hotel, facilitated a practical role-play exercise focusing on restaurant service. This session helped students practice and refine their service skills.
- **Mock Interviews with Searcys:** Students participated in mock interviews at various Searcys venues. These sessions, led by the Human Resources team, provided valuable feedback and guidance, helping students prepare for real-world hospitality careers.
- **Table Set-Up:** Etienne Harding, Assistant Restaurant Manager at The Goring, led a practical session on table setting. This was his first time leading a session independently, and his experience and insights were invaluable to the students.

#### Employment and Progression

- **1-Year Employment Anniversaries:** We are proud to celebrate ten fantastic milestones where 10 of our graduates have marked their first year of employment. These achievements highlight the sustained impact of our programs.
- **2-Year Employment Anniversary:** Rasheed, a graduate from Cohort 11, recently celebrated his 2-year employment anniversary. Fernanda Lewis, Executive Head Housekeeper at The Goring, commended Rasheed's dedication and resilience, noting how he has become an integral part of their team. This milestone is a testament to Rasheed's hard work and the ongoing support from Hotel School.

#### Felix's Journey to a Career in Hospitality

Felix joined Hotel School in May 2023 as part of Cohort 16. Initially shy and struggling with engagement, Felix's confidence grew significantly through his work experiences. His first placement at The Holiday Inn Express Southwark and a subsequent position at The Goring led to him being offered a Runner position, which he has since secured as a permanent part-time role. Felix's journey illustrates the transformative power of the program and our continued support.

#### Employer Partner & Hospitality Highlights

Our graduates have secured rewarding roles across London's hospitality sector. This year, students visited several new establishments, including The Athenaeum, DUKES in St. James, and The Ned. These visits provided valuable insights into different aspects of the hospitality industry. The ongoing support from our Employer Partners is vital, and we continue to show our appreciation through personal deliveries of our trademark sweet treats.

#### The After School Club: Celebrating Our Employer Partners

In late 2023 and early 2024, we hosted our first evening cooking class, The After School Club, to thank our Employer Partners. Led by Graduate Sanobar (Cohort 10), attendees were introduced to Uzbek cuisine and had the opportunity to connect with other Hotel School champions. We look forward to hosting more of these events and invite everyone to join us in future sessions.

# **HOTEL SCHOOL**

## **TRUSTEES' REPORT (CONTINUED)**

### **FOR THE YEAR ENDED 31 MARCH 2024**

---

#### **Work Experience Champion**

##### **Ekaterina, Head Chef at Allpress**

"My experience working with Hotel School has been truly inspirational! It's an amazing project for such an important cause, and I am proud to be part of it. Working with Victoria and Thiery has been educational and rewarding. It has been incredible to see their personal and professional progress. They not only learned their way around a professional kitchen but also how to be part of a trustworthy and cooperative team. Together, we overcame challenges with solid communication and mutual respect. The experience has been impactful for all involved, and we would love to continue collaborating with Hotel School. A special thanks to Dana for her dedication and humanity —working with you has been a pleasure!"

#### **Special Thanks to Westminster Kingsway College**

We continue to be incredibly grateful for the support and partnership with Westminster Kingsway College and their team. Our programmes and delivery have been greatly enhanced by being at their beautiful Victoria Centre on Vincent Square. The new, larger classroom has enabled us to reach more people through Hotel School programs. We have also collaborated with their Mayor of London's Skills Academy programme, referring graduates to short courses where additional hospitality skills can be gained. Thank you for your continued support.

#### **Our Fantastic Sponsors and Partners**

##### **Hospitality Industry Supporters**

Since opening Hotel School, we have been amazed by the generosity of those in our wide-ranging sector. Hundreds of hospitality professionals from various businesses have contributed their time, energy, and care. Whether providing work experience, teaching, or material support, their help has been endless and generous.

##### **Teaching & Training Partners**

Asma Khan, The Broadwick Soho Hotel, InterContinental Hotels Group, Hospitality Action, Hop Training, The Goring, The Ritz, The Rosewood London, Extract Coffee Roasters, Ruby Bhogal, Will Greenwood OBE, Mary Berry, Nathan Outlaw, John Williams MBE, Chris Galvin, Well Kneaded, and others.

##### **Main Sponsors**

The Savoy Educational Trust, Alastair Storey, The Goring, The Northbank BID, Victoria BID, Victoria Westminster BID, Whitehall BID, Westminster Community Contribution Fund, AlixPartners, The AKO Foundation, Lord Forte Foundation, Searcys, 3i Group, The Albert Hunt Trust, West London Hotel Managers Association, Extract Coffee Roasters, and others

##### **Referral Organisations**

Beyond Food Foundation, Centre Point, Connection St Martin in The Field, Crisis, Groundwork London, Refugee Council, St Mungos, Thames Reach, Well Grounded, Westminster Employment Service, Catch 22, Evolve Housing, Look Ahead Housing, SLAM, Sporting Recovery, Revoke, Luminary Bakery, Migrateful, and others.

##### **Employer Partners**

Allpress Coffee Roasters, Carousel Restaurant, Café Van Gogh, Conrad St James London, DUKES LONDON, Fat Macy's, GAIL'S, Holiday Inn Express Southwark, Holiday Inn Camden Lock, Intercontinental Park Lane, Mondrian Shoreditch, Nobu Portman Square, One Great George Street, Park Plaza London Waterloo & Victoria, Pret A Manger, Searcys Inner Temple, Allen & Overy, One Moorgate Place, 30 Euston Square, The IET, St Martins Lane, St Pancras By Searcys, Trampoline, The Athenaeum Club, The Broadwick Soho, The Goring, The Jones Family Kitchen, The London EDITION, The Ned, The Rosewood London, The Westin London City, Yotel, and others.

Thank you to everyone who has supported Hotel School this year. Together, we are making a significant difference in the lives of those who need it most.

# HOTEL SCHOOL

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

---

### Financial review

The Statement of Financial Activities shows total income of £294,838 (2023: £172,418) for this year, with total expenditure of £227,081 (2023: £165,978), leaving £100,762 (2023: £33,005) of funds carried forward at 31 March 2024. Of which, £17,781 were restricted.

### Reserves Policy

No reserves policy has been developed at this stage of development of the charity.

Free reserves, represented by unrestricted funds, were £82,981 (2023: £32,179) at the year end.

### Risk Management

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

### Structure, governance and management

The charity was established by trust deed and registered as a charity with the Charity Commission of England and Wales on 13 December 2017 ( registered number 1176270).

The trustees who served during the year and up to the date of signature of the financial statements were:

J Goring  
R Flinter  
G Booth  
R Duston  
Mr J Levin  
Cripps Trust Corporation Limited

### Recruitment and appointment of trustees

The initial trustees set up the charity and have recruited new trustees with a broad range of skills to support and grow the charity.

The board of trustees meet two or three times a year formally

### Trustee Induction and Training

New trustees participate in an initial induction with existing trustees and the programme manager, covering the operation of the charity. Appropriate training is encouraged for all trustees.

The trustees' report was approved by the Board of Trustees.



Jeremy Goring (Jan 28, 2025 12:39 GMT)

J Goring  
Trustee

Date: 28/01/2025

# HOTEL SCHOOL

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HOTEL SCHOOL

---

I report to the trustees on my examination of the financial statements of Hotel School (the charity) for the year ended 31 March 2024.

### Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

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

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



**Stephen Meredith FCA DChA**

### Alliotts LLP

One Ground Floor  
3 London Square  
Cross Lanes  
Guildford  
Surrey  
GU1 1UJ

Dated: 28/01/2025

# HOTEL SCHOOL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Income from:</b>							
Donations and legacies	3	57,838	237,000	294,838	172,418	-	172,418
<b>Total income</b>		<u>57,838</u>	<u>237,000</u>	<u>294,838</u>	<u>172,418</u>	<u>-</u>	<u>172,418</u>
<b>Expenditure on:</b>							
Raising funds	4	-	10,500	10,500	876	-	876
Charitable activities	5	7,036	209,545	216,581	153,054	12,048	165,102
<b>Total expenditure</b>		<u>7,036</u>	<u>220,045</u>	<u>227,081</u>	<u>153,930</u>	<u>12,048</u>	<u>165,978</u>
<b>Net income and movement in funds</b>		50,802	16,955	67,757	18,488	(12,048)	6,440
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2023		<u>32,179</u>	<u>826</u>	<u>33,005</u>	<u>13,691</u>	<u>12,874</u>	<u>26,565</u>
<b>Fund balances at 31 March 2024</b>		<u>82,981</u>	<u>17,781</u>	<u>100,762</u>	<u>32,179</u>	<u>826</u>	<u>33,005</u>

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

# HOTEL SCHOOL

## BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
<b>Current assets</b>					
Debtors	11	-		500	
Cash at bank and in hand		108,410		39,565	
		<u>108,410</u>		<u>40,065</u>	
<b>Creditors: amounts falling due within one year</b>	12	(7,648)		(7,060)	
<b>Net current assets</b>			100,762		33,005
			<u><u>100,762</u></u>		<u><u>33,005</u></u>
<b>The funds of the charity</b>					
Restricted income funds	14		17,781		826
Unrestricted funds	15		82,981		32,179
			<u>100,762</u>		<u>33,005</u>
			<u><u>100,762</u></u>		<u><u>33,005</u></u>

The financial statements were approved by the trustees on ..28/01/2025...



[Jeremy Goring \(Jan 28, 2025 12:39 GMT\)](#)

J Goring  
Trustee

# HOTEL SCHOOL

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

---

### 1 Accounting policies

#### Charity information

Hotel School is an unincorporated entity registered with the Charity Commission (no. 1176270). The principal office is The Goring Hotel, 15 Beeston Place, London, England, SW1W 0JW.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

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

#### 1.3 Charitable funds

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

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

#### 1.4 Income

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

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

Where services or goods are provided to the charity as a donation that would normally be purchased from suppliers, the contribution is included in the financial statements as both income and expenditure at its estimated fair value based on the value of the contribution to the charity.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

### 1 Accounting policies

(Continued)

Governance costs comprise amounts payable for the administration of the charity.

All support costs are allocated to the charity's only charitable activity.

#### 1.6 Cash and cash equivalents

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

#### 1.7 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.8 Employee benefits

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

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

#### 1.9 Retirement benefits

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

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	42,928	237,000	279,928	169,418	-	169,418
Donated goods and services	3,150	-	3,150	3,000	-	3,000
Other	11,760	-	11,760	-	-	-
	<u>57,838</u>	<u>237,000</u>	<u>294,838</u>	<u>172,418</u>	<u>-</u>	<u>172,418</u>

### 4 Expenditure on raising funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fundraising and publicity</b>						
Advertising	-	10,500	10,500	876	-	876
	<u>-</u>	<u>10,500</u>	<u>10,500</u>	<u>876</u>	<u>-</u>	<u>876</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 5 Expenditure on charitable activities

	2024 £	2023 £
<b>Direct costs</b>		
Staff costs	156,556	114,088
Training course development and materials	24,007	21,909
Student travel	12,885	9,009
Student welfare	8,839	7,467
Volunteer expenses	721	474
Event costs	-	1,756
	<u>203,008</u>	<u>154,703</u>
<b>Share of support and governance costs (see note 6)</b>		
Support	6,823	4,399
Governance	6,750	6,000
	<u>216,581</u>	<u>165,102</u>
<b>Analysis by fund</b>		
Unrestricted funds	7,036	153,054
Restricted funds	209,545	12,048
	<u>216,581</u>	<u>165,102</u>

### 6 Support costs allocated to activities

	2024 £	2023 £
Office stationery	1,847	1,963
Cleaning supplies	1,901	921
Telephone	2,606	1,256
Insurance	157	(143)
Bank charges	312	402
Governance	6,750	6,000
	<u>13,573</u>	<u>10,399</u>
<b>Governance costs comprise:</b>	<b>2024</b> £	<b>2023</b> £
Accountancy and Independent Examination	6,750	6,000
	<u>6,750</u>	<u>6,000</u>

Accountancy and Independent Examination fees include Independent Examination fees of £3,150 (2023: £3,000).

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

---

<b>7 Net movement in funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	6,750	6,000
	<u>          </u>	<u>          </u>

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 9 Employees

The average monthly number of employees during the year was:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
Training programme staff	4	3
	<u>          </u>	<u>          </u>

#### Employment costs

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	143,187	105,148
Social security costs	9,739	6,191
Other pension costs	3,630	2,749
	<u>          </u>	<u>          </u>
	156,556	114,088
	<u>          </u>	<u>          </u>

There were no employees whose annual remuneration was more than £60,000.

### 10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 11 Debtors

	<b>2024</b>	<b>2023</b>
<b>Amounts falling due within one year:</b>	<b>£</b>	<b>£</b>
Other debtors	-	500
	<u>          </u>	<u>          </u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 12 Creditors: amounts falling due within one year

	2024	2023
	£	£
Other taxation and social security	3,865	2,762
Trade creditors	16	751
Other creditors	767	547
Accruals and deferred income	3,000	3,000
	<u>7,648</u>	<u>7,060</u>

### 13 Retirement benefit schemes

	2024	2023
	£	£
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	3,630	2,749
	<u>3,630</u>	<u>2,749</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

### 14 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Savoy Educational Trust	826	126,500	(127,326)	-
Northbank BID	-	20,000	(14,500)	5,500
Victoria BID	-	40,000	(27,719)	12,281
Lord Forte Foundation	-	15,000	(15,000)	-
Westminster Community Contribution Fund	-	25,000	(25,000)	-
The Albert Hunt Trust	-	7,000	(7,000)	-
Edward Harvist	-	1,000	(1,000)	-
West London Hotel Managers Association	-	2,500	(2,500)	-
	<u>826</u>	<u>237,000</u>	<u>(220,045)</u>	<u>17,781</u>
<b>Previous year:</b>	<b>At 1 April 2022</b>	<b>Incoming resources</b>	<b>Resources expended</b>	<b>At 31 March 2023</b>
	£	£	£	£
	12,874	-	(12,048)	826
	<u>12,874</u>	<u>-</u>	<u>(12,048)</u>	<u>826</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

### 14 Restricted funds

(Continued)

The above funds are subject to the following restrictions

Savoy Educational Trust	for hospitality training programmes
BID (Northbank and Victoria)	for hospitality training programmes
Lord Forte Foundation	for employment, travel and office costs of training
Westminster Community Contribution Fund	for trainer and coach employment costs
The Albert Hunt Trust	for travel, clothing and food costs of delivering training
Edward Harvist	for uniform and food costs of training
West London Hotel Managers Association	for hospitality training programmes

### 15 Unrestricted funds

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

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
General funds	32,179	57,838	(7,036)	82,981
<b>Previous year:</b>	<b>At 1 April 2022 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>At 31 March 2023 £</b>
General funds	13,691	172,418	(153,930)	32,179

### 16 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>At 31 March 2024:</b>			
Current assets/(liabilities)	82,981	17,781	100,762
	82,981	17,781	100,762
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>At 31 March 2023:</b>			
Current assets/(liabilities)	32,179	826	33,005
	32,179	826	33,005

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2024*

---

### 17 Related party transactions

There were no disclosable related party transactions during the year.

**HOTEL SCHOOL**

England & Wales - Charity number 1176270

---

# Accounts

---

Charity registration number 1176270

**HOTEL SCHOOL**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

# HOTEL SCHOOL

## LEGAL AND ADMINISTRATIVE INFORMATION

---

**Trustees** J Goring  
R Flinter  
J Levin  
R Casey  
Cripps Trust Corporation Limited

**Charity number** 1176270

**Registered office** The Goring Hotel  
15 Beeston Place  
London  
SW1W 0JW

**Independent examiner** Stephen Meredith  
Alliotts LLP  
Friary Court  
13-21 High Street  
Guildford  
Surrey  
GU1 3DL

---

# HOTEL SCHOOL

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 4
Independent examiner's report	5
Statement of financial activities	6
Balance sheet	7
Notes to the financial statements	8 - 14

---

# HOTEL SCHOOL

## TRUSTEES' REPORT

### FOR THE YEAR ENDED 31 MARCH 2023

---

The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

#### Objectives and activities

##### Charity Objectives

The objects of the charity are to relieve the charitable needs of people who are homeless or who are at risk of homelessness or are in financial hardship through education and training in hospitality skills and support to get such people into rewarding full time work in the hospitality sector and to maintain their employment in suitable jobs.

Hotel School achieves its objects by teaching hospitality skills to homeless and vulnerable people, matching them to sustainable employment, and supporting them in their first steps into work.

##### *Public benefit*

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

The world of Hospitality has been through quite a bit these last three years, facing the most demanding set of challenges in our history. But it has been an incredible year at Hotel School. Our fourteenth major full-time cohort graduated in December, with a hundred percent graduation rate. We have seen an incredible group of people, from all corners and backgrounds. We were delighted to hold a series of workshops for Ukrainian refugees and as a result we were particularly honoured to host eight Ukrainians who had just arrived in the UK, on the last two cohort. We continue to base ourselves in the fabulous surroundings of Westminster Kingsway College, London's foremost hospitality training school. The learning environment, in particular the practical and kitchen areas, are unparalleled and have enabled a big jump forward in the quality of the programmes we offer. As we enter our sixth year since the first students crossed our doorways, Hotel School could not be in better shape. Thank you to all our incredible supporters!

##### Cohorts 12, 13 & 14

Our 12th cohort completed at the end of April 2022 with a 90% graduation rate. One year on 60% of graduates from this cohort have sustained work in hospitality.

Our 13th cohort graduated in August with all 12 students that were recruited graduating. Five had only just arrived from Ukraine and there were some language challenges for a few of them; it was amazing to see how fast these were overcome. Overall, this group showed amazing potential with many starting work in hospitality.

Our 14th began in September and completed in December 2022. This cohort also included people newly arrived from Ukraine as well as individuals with a variety of multiple needs. We had a 100% graduation rate with this cohort, with many being offered roles in hospitality directly after graduation.

##### Overall outcomes:

- 3 cohorts of 10-week training were delivered
- 9 taster sessions we delivered on and off site with sessions reaching full capacity
- 90% of students graduated the 10-week programme with the highest attendance and retention rates we have had so far
- 100% of students moved into the Employment & Progression phase of our support offer
- 75% are now working in hospitality with the remaining graduates going into further training and/or volunteering. These are incredible outcomes given the multiple challenges our client group face
- 100% of graduates say their confidence improved after completing the programme
- 100% of graduates said they felt more prepared to go into employment following graduation

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2023**

---

### **Achievements and performance**

#### **Westminster Kingsway College**

Moving into Westminster Kingsway College has been the biggest step forward for Hotel School in the last three years. Their incredible learning environment has enabled us to deliver a top quality programme, and to inspire and teach many more homeless and vulnerable people into life changing careers in hospitality. We have no doubt that the move has translated directly into better student outcomes, higher graduation numbers, and more students placed into full time employment within hospitality. We can't thank Terry, Roy, Gary and the WKC / CCCG team enough for their life-changing generosity.

#### **The return of the Skills Showcase**

Showcases allow us to put students in front of "real customers" often for the first time. They are an incredible confidence building tool and a big step along the road to employability. This year was the first time we were able to put on a showcase since the pandemic.

#### **Hotel School turned 5!**

Hotel School official turned in April 2022. The last 5 years have been incredible. We have welcome hundreds of students through our doors and worked with some incredible partners and supporters. We are looking forward to having a special celebration very soon to mark this amazing milestone.

#### **Employment and Progression**

Hotel School isn't just about getting homeless people into jobs. Our focus has always been on careers and progression. We want our graduates to achieve sustained, rewarding employment, and you don't stay in a job if it's leading you nowhere. This is why we have the Employment & Progression team run by Dana. Her job is to help our graduates adjust to working life and get them through those crucial first few weeks and months. This period can be tough on employer and employee alike. Most importantly, our team help the graduates to focus on progression, and building a career in hospitality. We always focus on their next steps. This is one of the reasons why we now have Hotel School graduates in employment who are now supervising and employing other hotel school graduates! Dana and team have been able to re-employ 90% of the grads who lost their jobs in the pandemic.

#### **Graduate stories**

##### **R**

R was referred to us by our refugee referral partners, Groundworks. It soon became apparent that R experienced a lack of self-esteem and confidence. Soon after completing her work experience placements and gaining some positive feedback, we started seeing a change in R. With her newly gained confidence, we supported her to join an open day with our employer partner, Nobu Portman Square. She was offered a role as Commis Waitress in the Lounge and started the following week. Her work ethic and curiosity have been rewarded with a promotion to Barista after only working there for six months. We've been privileged to witness R's self-confidence bloom since we first met, and her next goal is to become a supervisor within the next 12 months.

##### **Rasheed**

After successful completion of the programme, Rasheed was highly motivated to start employment as a porter within housekeeping. Unfortunately, he was not offered employment due to his lack of experience having never worked before at the age of 30. We approached our partner, The Goring, who had witnessed Rasheed's performance during one of his placements. We proposed to employ Rasheed on a three-month temporary traineeship contract which they agreed to. As Rasheed keeps improving, the team extended his contract for a further six months. Rasheed has said that being in work has completely changed his life, and he is determined to keep moving upwards.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2023**

---

### J

J, who arrived from Poland, was homeless and isolated for ten years before he was referred to us by St Mungo's. During the three-month teaching phase of the programme, he grew rapidly in confidence and graduated in 2019. J was taken on as a kitchen porter at one of our partner hotels. Within six weeks he moved off the streets, into a hostel, and then on into shared accommodation. He went from strength to strength. When furloughed in March, J was determined to find alternative employment straight away and with our support and coaching found employment as a kitchen porter at another partner; The Hoxton Southwark. We stayed in close contact and coached him to identify his next career step. As he worked as an engineer in his home country for many years, J decided to apply for a position in the maintenance department. He got the job and has since been promoted to Shift Engineer.

### **Our amazing employer partners and supporters**

Since opening Hotel School we've been amazed by how generous the people are who work in our fabulous sector. Hundreds of hospitality professionals from every kind of business have dug deep to give us their time, energy and care. Whether it be providing, work experience, teaching specialists, chefs, baristas or material support, the help has been endless, unhesitating and magnanimous.

**Teaching and training partners** - Asma Khan. The Broadwick Soho Hotel. Charlie Brodie Transformation Coach. Intercontinental Hotels Group. Mandarin Oriental London. Hospitality Action. Hop Training. The Goring. The Ritz. The Rosewood London. Fortnum & Mason. Extract Coffee Roasters. LinkedIn. Will Greenwood OBE. Nathan Outlaw. John Williams MBE. Chris Galvin, etc.

**Main Sponsors** - The Savoy Educational Trust. Alastair Storey. Belgravia Resident's Association. The Goring. The Northbank Business Improvement District. Victoria Business Improvement District (VBID). Lord Forte Foundation. Westminster Charitable Trust. Royal Warrant Holders Association. 3i. Extract Coffee Roasters. Murdoch MacLennan, etc.

**Referral partners** - Beyond Food Foundation. Centre Point. Change Please. Connection St Martin in The Field. Crisis. House of St Barnabas. Groundwork London. Refugee Council. St Mungos. Thames Reach Well Grounded. Westminster Employment Service. Women in Prison. Catch 22. Evolve Housing. Look Ahead Housing. SLAM. Sporting Recovery.

**Employer partners** - Allpress Coffee Roasters. The Broadwick Soho. Carousel. Conrad St James London. Darjeeling Express. Extract Coffee Roasters. Four Seasons Park Lane. The Goring. Ham Yard Hotel. The Hoxton. Hyatt Regency. Intercontinental Hotels Group. Mandarin Oriental London. Mondrian Shoreditch. The Mitre Hampton Court. NEMI Teas. Nobu Portman Square. Park Plaza London Riverbank. Waterloo & Victoria. Pret A Manger. Royal Garden Hotel. Searcys. St Pancras Renaissance. Nomad London. Rick Stein Group. The London EDITION. The Rosewood London. Yotel. Z Hotels. Da Terra restaurant. The Stafford. Holiday Inn. Portico. TRAMPOLINE.

### **Financial review**

The Statement of Financial Activities shows total income of £172,418 (2022: £151,253) for this year, with total expenditure of £165,978 (2022: £131,297), leaving £33,005 (2021: £26,565) of funds carried forward at 31 March 2023.

### **Reserves Policy**

No reserves policy has been developed at this stage of development of the charity.

Free reserves, represented by unrestricted funds, were £32,179 (2022: £13,691) at the year end.

### **Risk Management**

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2023**

---

### **Structure, governance and management**

The charity was established by trust deed and registered as a charity with the Charity Commission of England and Wales on 13 December 2017 ( registered number 1176270).

The trustees who served during the year and up to the date of signature of the financial statements were:

J Goring

R Flinter

J Levin

R Casey

Cripps Trust Corporation Limited

### **Recruitment and appointment of trustees**

The initial trustees set up the charity and have recruited new trustees with a broad range of skills to support and grow the charity.

The board of trustees meet two or three times a year formally

### **Trustee Induction and Training**

New trustees participate in an initial induction with existing trustees and the programme manager, covering the operation of the charity. Appropriate training is encouraged for all trustees.

The trustees' report was approved by the Board of Trustees.



Jeremy Goring (Jan 26, 2024 08:17 GMT+11)

J Goring

**Trustee**

Date: 26/01/2024

# HOTEL SCHOOL

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HOTEL SCHOOL

---

I report to the trustees on my examination of the financial statements of Hotel School (the charity) for the year ended 31 March 2023.

### **Responsibilities and basis of report**

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Independent examiner's statement**

Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



**Stephen Meredith FCA DChA**

Friary Court  
13-21 High Street  
Guildford  
Surrey  
GU1 3DL

Dated: 26/01/2024

# HOTEL SCHOOL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2023**

---

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
<b>Income from:</b>							
Donations and legacies	3	172,418	-	172,418	90,253	61,000	151,253
<b>Expenditure on:</b>							
Raising funds	4	876	-	876	-	-	-
Charitable activities	5	153,054	12,048	165,102	83,171	48,126	131,297
Total expenditure		153,930	12,048	165,978	83,171	48,126	131,297
<b>Net income/(expenditure) and movement in funds</b>		18,488	(12,048)	6,440	7,082	12,874	19,956
<b>Reconciliation of funds:</b>							
Fund balances at 1 April 2022		13,691	12,874	26,565	6,609	-	6,609
<b>Fund balances at 31 March 2023</b>		32,179	826	33,005	13,691	12,874	26,565

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


# HOTEL SCHOOL

## BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
<b>Current assets</b>					
Debtors	10	500		10,000	
Cash at bank and in hand		39,565		19,637	
		<u>40,065</u>		<u>29,637</u>	
<b>Creditors: amounts falling due within one year</b>	11	7,060		3,072	
Net current assets			33,005		26,565
			<u><u>33,005</u></u>		<u><u>26,565</u></u>
<b>The funds of the charity</b>					
Restricted income funds	12		826		12,874
Unrestricted funds			32,179		13,691
			<u>33,005</u>		<u>26,565</u>
			<u><u>33,005</u></u>		<u><u>26,565</u></u>

The financial statements were approved by the trustees on 26/01/2024 .....

  
Jeremy Goring (Jan 26, 2024 08:17 GMT+11)

J Goring  
Trustee

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

---

#### 1 Accounting policies

##### Charity information

Hotel School is an unincorporated entity registered with the Charity Commission (no. 1176270). The principal office is The Goring Hotel, 15 Beeston Place, London, England, SW1W 0JW.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

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

#### 1.3 Charitable funds

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

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

#### 1.4 Income

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

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

Where services or goods are provided to the charity as a donation that would normally be purchased from suppliers, the contribution is included in the financial statements as both income and expenditure at its estimated fair value based on the value of the contribution to the charity.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

---

### 1 Accounting policies

(Continued)

Governance costs comprise amounts payable for the administration of the charity.

All support costs are allocated to the charity's only charitable activity.

#### 1.6 Cash and cash equivalents

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

#### 1.7 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.8 Employee benefits

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

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

#### 1.9 Retirement benefits

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

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

---

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Donations and gifts	169,418	-	169,418	81,045	61,000	142,045
Coronavirus job retention scheme	-	-	-	3,378	-	3,378
Donated services - accountancy	3,000	-	3,000	5,830	-	5,830
	<u>172,418</u>	<u>-</u>	<u>172,418</u>	<u>90,253</u>	<u>61,000</u>	<u>151,253</u>

### 4 Expenditure on raising funds

	Unrestricted funds 2023 £	Unrestricted funds 2022 £
<b>Fundraising and publicity</b>		
Advertising	876	-
	<u>876</u>	<u>-</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

### 5 Expenditure on charitable activities

	2023 £	2022 £
<b>Direct costs</b>		
Staff costs	114,088	101,776
Training course development and materials	21,909	11,319
Student travel	9,009	5,165
Student welfare	7,467	4,522
Volunteer expenses	474	374
Event costs	1,756	-
	<u>154,703</u>	<u>123,156</u>
<b>Share of support and governance costs (see note 6)</b>		
Support	4,399	2,311
Governance	6,000	5,830
	<u>165,102</u>	<u>131,297</u>
<b>Analysis by fund</b>		
Unrestricted funds	153,054	83,171
Restricted funds	12,048	48,126
	<u>165,102</u>	<u>131,297</u>

### 6 Support costs allocated to activities

	2023 £	2022 £
Office stationery	1,963	407
Cleaning supplies	921	211
Telephone	1,256	1,450
Insurance	(143)	-
Bank charges	402	243
Governance	6,000	5,830
	<u>10,399</u>	<u>8,141</u>
<b>Governance costs comprise:</b>	<b>2023</b> £	<b>2022</b> £
Accountancy and Independent Examination	6,000	5,830
	<u>6,000</u>	<u>5,830</u>

Accountancy and Independent Examination fees include Independent Examination fees of £3,000 (2022: £2,915).

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

---

### 7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 8 Employees

The average monthly number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Training programme staff	3	3
	<u>          </u>	<u>          </u>

#### Employment costs

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	105,148	94,046
Social security costs	6,191	5,419
Other pension costs	2,749	2,311
	<u>          </u>	<u>          </u>
	<u>114,088</u>	<u>101,776</u>

There were no employees whose annual remuneration was more than £60,000.

### 9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

### 10 Debtors

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Amounts falling due within one year:		
Other debtors	500	10,000
	<u>          </u>	<u>          </u>

### 11 Creditors: amounts falling due within one year

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	2,762	2,635
Trade creditors	751	-
Other creditors	547	437
Accruals and deferred income	3,000	-
	<u>          </u>	<u>          </u>
	<u>7,060</u>	<u>3,072</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

#### 12 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
	12,874	-	(12,048)	826
	<u>12,874</u>	<u>-</u>	<u>(12,048)</u>	<u>826</u>
<b>Previous year:</b>	<b>At 1 April 2021 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>At 31 March 2022 £</b>
	-	61,000	(48,126)	12,874
	<u>-</u>	<u>61,000</u>	<u>(48,126)</u>	<u>12,874</u>

#### 13 Unrestricted funds

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

	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
General funds	13,691	172,418	(153,930)	32,179
	<u>13,691</u>	<u>172,418</u>	<u>(153,930)</u>	<u>32,179</u>
<b>Previous year:</b>	<b>At 1 April 2021 £</b>	<b>Incoming resources £</b>	<b>Resources expended £</b>	<b>At 31 March 2022 £</b>
General funds	6,609	90,253	(83,171)	13,691
	<u>6,609</u>	<u>90,253</u>	<u>(83,171)</u>	<u>13,691</u>

#### 14 Analysis of net assets between funds

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b>Fund balances at 31 March 2023 are represented by:</b>			
Current assets/(liabilities)	32,179	826	33,005
	<u>32,179</u>	<u>826</u>	<u>33,005</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

---

### 14 Analysis of net assets between funds

(Continued)

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
<b>Fund balances at 31 March 2022 are represented by:</b>			
Current assets/(liabilities)	13,691	12,874	26,565
	<u>13,691</u>	<u>12,874</u>	<u>26,565</u>

### 15 Related party transactions

There were no disclosable related party transactions during the year.








# Final Hotel School accounts 2023

Final Audit Report

2024-01-26

Created:	2024-01-25
By:	Alliotts Guildford Support (Guildfordsupport@alliotts.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAALcUwMyl8Bc2idU7HKwcZ4sWilo02yNpu

## "Final Hotel School accounts 2023" History

-  Document created by Alliotts Guildford Support (Guildfordsupport@alliotts.com)  
2024-01-25 - 11:18:27 GMT - IP address: 88.98.47.65
-  Document emailed to Jeremy Goring (jgoring@thegoring.com) for signature  
2024-01-25 - 11:22:01 GMT
-  Email viewed by Jeremy Goring (jgoring@thegoring.com)  
2024-01-25 - 19:42:13 GMT - IP address: 104.28.125.3
-  Document e-signed by Jeremy Goring (jgoring@thegoring.com)  
Signature Date: 2024-01-25 - 21:17:25 GMT - Time Source: server- IP address: 159.196.169.32
-  Document emailed to Stephen Meredith (stephen.meredith@alliotts.com) for signature  
2024-01-25 - 21:17:26 GMT
-  Email viewed by Stephen Meredith (stephen.meredith@alliotts.com)  
2024-01-25 - 21:17:56 GMT - IP address: 121.91.83.192
-  Document e-signed by Stephen Meredith (stephen.meredith@alliotts.com)  
Signature Date: 2024-01-26 - 08:48:38 GMT - Time Source: server- IP address: 88.98.47.65
-  Agreement completed.  
2024-01-26 - 08:48:38 GMT

**HOTEL SCHOOL**

England & Wales - Charity number 1176270

---

# Accounts

---

Charity registration number 1176270

**HOTEL SCHOOL**  
**ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

# HOTEL SCHOOL

## LEGAL AND ADMINISTRATIVE INFORMATION

---

<b>Trustees</b>	J Goring R Flinter J Levin R Casey Cripps Trust Corporation Limited	(Appointed 10 November 2021)
<b>Charity number</b>	1176270	
<b>Registered office</b>	The Goring Hotel 15 Beeston Place London England SW1W 0JW	
<b>Independent examiner</b>	Stephen Meredith Alliotts LLP Friary Court 13-21 High Street Guildford Surrey GU1 3DL	

---

# HOTEL SCHOOL

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 5
Independent examiner's report	6
Statement of financial activities	7
Balance sheet	8
Notes to the financial statements	9 - 14

---

# HOTEL SCHOOL

## TRUSTEES' REPORT

### *FOR THE YEAR ENDED 31 MARCH 2022*

---

The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

#### **Objectives and activities**

##### **Charity Objectives**

The objects of the charity are to relieve the charitable needs of people who are homeless or who are at risk of homelessness or are in financial hardship through education and training in hospitality skills and support to get such people into rewarding full time work in the hospitality sector and to maintain their employment in suitable jobs.

Hotel School achieves its objects by teaching hospitality skills to homeless and vulnerable people, matching them to sustainable employment, and supporting them in their first steps into work.

The trustees have paid due regard to guidance issued by the Charity Commission on public benefit in deciding what activities the charity should undertake.

2021 and early 2022 were challenging but full of opportunity here at Hotel School. The world of hospitality has been through quite a bit these last three years, facing the most demanding set of challenges in our history. But it has been an incredible year at Hotel School. The challenges thrown up by the pandemic have been many, but our team reacted with ingenuity and resourcefulness. The team have found new employment for almost every one of our graduates who lost their job due to the shutdowns and provided close daily support for furloughed and unemployed graduates. We managed to run three full cohorts despite three lockdowns. Most of these students are already in employment. Some incredible new modules have been added into the programmes, which continue to achieve graduation rates above 90%. Partnerships continue to flourish and grow with some great new additions. New employers are now approaching Hotel School everyday thanks to increased awareness of our programmes, which is creating many exciting opportunities for graduates.

We continue to base ourselves in the fabulous surroundings of Westminster Kingsway College, London's foremost hospitality training school. The learning environment, in particular the practical and kitchen areas, are unparalleled and have enabled a big jump forward in the quality of the programmes we offer.

#### **A YEAR IN NUMBERS**

- 90% of graduates now back into employment following the pandemic
- 90% programme retention rate
- 87% into further training or work
- 20 online workshops delivered during lockdown
- 12th cohort graduated & 13th cohort in progress
- £4000 approximate total cost per student placed into work. The Treasury currently spends £26,000 per year on each person affected by homelessness.
- 100% said their confidence had improved as result of the programme
- 90% reported feeling less isolated after completing the programme

# **HOTEL SCHOOL**

## **TRUSTEES' REPORT (CONTINUED)**

### ***FOR THE YEAR ENDED 31 MARCH 2022***

---

#### **Achievements and performance**

##### **HIGHLIGHTS 2021-2022**

###### **COHORT 10**

Cohort 10 completed in July with our first full practical in person training at Westminster Kingsway College. The learning environment is exceptional and represents a significant step up in the quality of the programmes. A fantastic long-term partnership is growing; one that will enable us to expand and improve everything that we do, as well as bolt on new and exciting programmes to reach a wider range of students with differing needs. It will also save us a lot of money so that we can deliver better value to our students and sponsors.

###### **COHORT 11**

We are so proud of our Cohort 11 graduates who completed their three-month programme in November. They have shown resilience, motivation and each one of them has grown enormously in confidence over the 10 weeks.

###### **COHORT 12**

We delayed the start of cohort 12 due to a COVID wave and kicked things off in February with 10 students. The group had a slightly younger average age, and two of our thirty-year-old students had never been in employment in their lives (both have now started their first job and we will be with them all the way). It was fantastic to welcome onto the programme 2 refugees who had just arrived from Afghanistan. They showed a great amount of tenacity to complete the programme, and both are now enjoying working in hospitality

###### **OUTSTANDING ACHIEVEMENT AWARD - COLIN**

We were thrilled when former Hotel School graduate Colin was one of two of our students to be given an Outstanding Achievement Award by HRH Duke of Cambridge, at The Passage's 40th anniversary celebration. Colin is a lovely Hotel School success story. A graduate from 2017, Colin didn't think he'd last a day at Hotel School, let alone complete a three-month programme and go on to find long term employment. With great determination and perseverance, Colin has overcome significant challenges to overcome addiction and long-term homelessness. He has now been working full-time at Carousel restaurant for over two years and is, in his words "one of the family".

###### **A NEW TRAINING SUPPORT ASSISTANT – FORMER GRADUATE PAMELA**

It has been incredibly valuable for the Hotel School team to work with a former graduate and get their feedback and insight into programme delivery. Pamela has been an amazing addition to the team.

###### **HOTEL SCHOOL WORK EXPERIENCE CHAMPIONS**

This year we are working with our employer partners to recruit and train Hotel School Work Experience Champions. This is a specialist role within each of our employer partners, focussed on helping students get the most out of work experience. We have four Champs so far across the partnerships with more coming on stream in the coming months.

###### **HOTEL SCHOOL GOES BACK TO SCHOOL!**

We are constantly looking at ways to keep delivering up to date and relevant training and support. Dana, our Employment & Progression Manager completed her very own 'work experience' with two of our partners this summer. Dana - "Putting myself in our students' shoes has reminded me of how nervous they must be before their first day. It highlighted the importance of a well-prepared experience and to make it a positive one for both students and employers."

###### **FACING UP TO PANDEMIC FALLOUT**

Hotel School faced an extraordinary challenge this year in addition to our usual activities, with many graduates who had been made redundant as a result of Covid 19. We are thrilled to report that 90% are now back into work, all within hospitality.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

---

#### NEW PARTNERS & SUPPORTERS

Hotel School is lucky to work with over 100 volunteers and 50 hospitality companies across the UK. We are happy to announce some great new additions for 2021:

**THE PRET FOUNDATION** Giving people an opportunity is central to The Pret Foundation's mission. People with a criminal record or without an address find it extra hard to break the cycle of homelessness and make a new start. The Rising Stars programme provides that opportunity.

**ALL PRESS COFFEE ROASTERS** A coffee roastery and café based in Dalston providing work opportunities for our graduates.

**NOBU HOTEL LONDON PORTMAN SQUARE** Located in the heart of central London's chic Marylebone area, Nobu Hotel London Portman Square features 249 guest rooms and suites, and world class dining options. This gives us a broad array of new opportunities for our graduates.

**MONDRIAN SHOREDITCH** The 120-room property sits in the heart of Shoreditch, London's creative and cultural hub.

**OTHER PARTNERSHIPS** As well as partnering with charities, hospitality businesses and educational organisations to deliver good value and the best expertise, we are exploring closer ties with the UK's other benevolent hospitality associations and entities such as Hospitality Action and the Royal Academy.

#### NEW TEACHERS & TRAINING ACTIVITIES

**THE ROSEWOOD GROUP** Rosewood are delivering an innovative CV and Interview Skills module

**RESTAURANT SKILLS WITH THE RITZ** Who better than the restaurant manager at The Ritz to deliver service training

**HOP CUSTOMER SERVICE TRAINING SPECIALISTS** Interactive customer service training with Nick from HOP and actors who perform as 'difficult' customers. One of the funnest modules.

**HE GOOD SLICE** Pizza making and team building. Our students love this new module. The Good Slice make Pizza with purpose. They inspire change and to prove that business can be a force for good.

#### EMPLOYMENT & PROGRESSION

Hotel School isn't just about getting homeless people into jobs. Our focus has always been on careers and progression. We want our graduates to achieve sustained, rewarding employment, and you don't stay in a job if it's leading you nowhere. This is why we have the Employment & Progression team run by Dana. Her job is to help our graduates adjust to working life and get them through those crucial first few weeks and months. This period can be tough on employer and employee alike. Most importantly, our team help the graduates to focus on progression, and building a career in hospitality. We always focus on their next steps. This is one of the reasons why we now have Hotel School graduates in employment who are now supervising and employing other hotel school graduates! Dana and team have been able to re-employ 90% of the graduates who lost their jobs in the pandemic.

# **HOTEL SCHOOL**

## **TRUSTEES' REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2022**

---

### **CASE STUDIES**

**RASHEED** - After successful completion of the programme, Rasheed was highly motivated to start employment as a porter within housekeeping. Unfortunately, he was not offered employment due to his lack of experience having never worked before at the age of 30. We approached our employer partner, The Goring, who had witnessed Rasheed's performance during one of his placements. We proposed to employ Rasheed on a three-month temporary traineeship contract which they agreed to. As Rasheed keeps improving, the team decided to extend his contract for a further six months. Rasheed has said that being in work has completely changed his life, and he is determined to keep moving upwards.

**DARIYA** - Dariya was referred to us by our refugee referral partners, Groundworks. It soon became apparent that Dariya experienced a lack of self-esteem and confidence. Soon after completing her work experience placements and gaining some positive feedback, we started seeing a change in Dariya. With her newly gained confidence, we supported her to join an open day with our employer partner, Nobu Portman Square. She was offered a role as Commis Waitress in the Lounge and started the following week. Her work ethic and curiosity have been rewarded with a promotion to Barista after only working there for six months. We've been privileged to witness Dariya's self-confidence bloom since we first met, and her next goal is to become a supervisor within the next 12 months.

**LIDIA** - Lidia was referred to us by our partner charity The Passage. Following completion of our course, she was offered a position at Allpress Espresso Café. Unfortunately, due to her uncertain living situation Lidia was not able to commit to the role. We continued to support Lidia to find suitable long-term accommodation and finally in February 2022, Lidia was offered a Barista role as part of the opening team at TRAMPOLINE café in Angel. Since Lidia has settled in very well, she has now been left in charge of opening the café independently. The operations manager Antonio says that Lidia plays an integral part of TRAMPOLINE café, and it would not be the same without her.

### **THANK YOU TO ALL OF OUR SUPPORTERS**

Since opening Hotel School we've been amazed by how generous the people are who work in our fabulous sector. Hundreds of hospitality professionals from every kind of business have dug deep to give us their time, energy and care. Whether it be providing, work experience, teaching specialists, chefs, baristas or material support, the help has been endless, unhesitating and magnanimous.

**OUR AMAZING SUPPORTERS & PARTNERS TEACHING & TRAINING PARTNERS** - Asma Khan. The Broadwick Soho Hotel. Intercontinental Hotels Group. Mandarin Oriental London. Hospitality Action. Hop Training. The Goring. The Ritz. The Rosewood London. Fortnum & Mason. Extract Coffee Roasters. LinkedIn. Ruby Bhogal. Will Greenwood OBE. Mary Berry. Nathan Outlaw. John Williams MBE. Chris Galvin, etc.

**MAIN SPONSORS** - The Savoy Educational Trust. Alastair Storey. Belgravia Resident's Association. The Goring. The Northbank Business Improvement District. Victoria Business Improvement District (VBID). Lord Forte Foundation. Westminster Charitable Trust. Royal Warrant Holders Association. 3i. Extract Coffee Roasters. Murdoch MacLennan, etc.

**REFERRAL ORGANISATIONS** - Beyond Food Foundation. Centre Point. Change Please. Crisis. House of St Barnabas. Groundwork London. Refugee Council. St Mungos. Thames Reach Well Grounded. Westminster Employment Service. Women in Prison. Catch 22. Evolve Housing. Look Ahead Housing. SLAM. 17 Sporting Recovery. Revoke.

**EMPLOYER PARTNERS** - Allpress Coffee Roasters. The Broadwick Soho. Carousel Restaurant. Change Please. Conrad St James London. Darjeeling Express. Extract Coffee Roasters. Four Seasons Park Lane. Fat Macy's. The Goring. Ham Yard Hotel. The Hoxton. Hyatt Regency. Intercontinental Hotels Group. Mandarin Oriental London. Mondrian Shoreditch. The Mitre Hampton Court. NEMI Teas. Nobu Portman Square. Park Plaza London Waterloo & Victoria. Pret A Manger. Royal Garden Hotel. Searcys. St Pancras Renaissance. Nomad London. The Good Slice. Rick Stein Group. The London EDITION. The Rosewood London. Yotel. Z Hotels. Da Terra restaurant. The Stafford. Holiday Inn. TRAMPOLINE.

# HOTEL SCHOOL

## TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

---

#### Financial review

The Statement of Financial Activities shows total income of £151,253 (2021: £23,946) for this year, with charitable expenditure of £131,297 (2021: £91,912), leaving £26,565 (2021: £6,609) of funds carried forward at 31 March 2022.

#### Reserves Policy

No reserves policy has been developed at this stage of development of the charity.

Free reserves, represented by unrestricted funds, were £13,691 at the year end.

#### Risk Management

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

#### Structure, governance and management

The charity was established by trust deed and registered as a charity with the Charity Commission of England and Wales on 13 December 2017 ( registered number 1176270).

The trustees who served during the year and up to the date of signature of the financial statements were:

J Goring

F Fliner

R Duston

J Levin (appointed 10 November 2021)

Cripps Trust Corporation Limited

#### Recruitment and appointment of trustees

The initial trustees set up the charity and have recruited new trustees with a broad range of skills to support and grow the charity.

The board of trustees meet two or three times a year formally

#### Trustee Induction and Training

New trustees participate in an initial induction with existing trustees and the programme manager, covering the operation of the charity. Appropriate training is encouraged for all trustees.

The trustees' report was approved by the Board of Trustees.

  
jeremy.goring (Jan 30, 2023 13:23 GMT)

.....  
**J Goring**

Trustee

Dated: 30/01/2023  
.....

# HOTEL SCHOOL

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HOTEL SCHOOL

---

I report to the trustees on my examination of the financial statements of Hotel School (the charity) for the year ended 31 March 2022.

### **Responsibilities and basis of report**

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 (the 2011 Act).

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Independent examiner's statement**

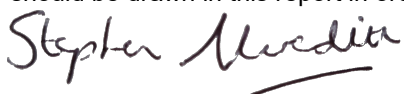
Your attention is drawn to the fact that the charity has prepared financial statements in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for financial statements to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

- 1 accounting records were not kept in respect of the charity as required by section 130 of the 2011 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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



**Stephen Meredith FCA DChA**

Alliotts LLP  
4th Floor Friary Court  
13-21 High Street  
Guildford  
Surrey  
GU1 3DL

Dated: **30/01/2023**

# HOTEL SCHOOL

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2022**

---

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Unrestricted funds 2021 £
	Notes				
<b>Income from:</b>					
Donations and legacies	3	90,253	61,000	151,253	23,946
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Expenditure on:</b>					
Charitable activities	4	83,171	48,126	131,297	91,912
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		7,082	12,874	19,956	(67,966)
Fund balances at 1 April 2021		6,609	-	6,609	74,575
		<hr/>	<hr/>	<hr/>	<hr/>
<b>Fund balances at 31 March 2022</b>		13,691	12,874	26,565	6,609
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

# HOTEL SCHOOL

## BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
<b>Current assets</b>					
Debtors	8	10,000		2,176	
Cash at bank and in hand		19,637		6,033	
		<u>29,637</u>		<u>8,209</u>	
<b>Creditors: amounts falling due within one year</b>	9	<u>(3,072)</u>		<u>(1,600)</u>	
Net current assets			26,565		6,609
			<u><u>26,565</u></u>		<u><u>6,609</u></u>
<b>Income funds</b>					
Restricted funds			12,874		-
Unrestricted funds			13,691		6,609
			<u>26,565</u>		<u>6,609</u>
			<u><u>26,565</u></u>		<u><u>6,609</u></u>

The financial statements were approved by the Trustees on ~~30/01/2023~~ 30/01/2023

*Jeremy Goring*  
[jeremy goring \(Jan 30, 2023 13:23 GMT\)](#)

J Goring  
Trustee

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2022

---

#### 1 Accounting policies

##### Charity information

Hotel School is an unincorporated entity registered with the Charity Commission (no. 1176270). The principal office is The Goring Hotel, 15 Beeston Place, London, England, SW1W 0JW.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance 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 (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

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

#### 1.3 Charitable funds

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

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

#### 1.4 Income

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

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

Where services or goods are provided to the charity as a donation that would normally be purchased from suppliers, the contribution is included in the financial statements as both income and expenditure at its estimated fair value based on the value of the contribution to the charity.

#### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

---

### 1 Accounting policies

(Continued)

Governance costs comprise amounts payable for the administration of the charity.

All support costs are allocated to the charity's only charitable activity.

#### 1.6 Cash and cash equivalents

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

#### 1.7 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.8 Employee benefits

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

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

#### 1.9 Retirement benefits

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

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

---

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Donations and legacies

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>	<b>Total</b>
	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	81,045	61,000	142,045	425
Coronavirus job retention scheme	3,378	-	3,378	18,221
Donated services - accountancy	5,830	-	5,830	5,300
	<u>90,253</u>	<u>61,000</u>	<u>151,253</u>	<u>23,946</u>
<b>For the year ended 31 March 2021</b>	<u>23,946</u>	<u>-</u>		<u>23,946</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 4 Charitable activities

	2022 £	2021 £
Staff costs	101,776	78,898
Training materials	11,319	5,110
Student travel	5,165	714
Student welfare	4,522	954
Volunteer expenses	374	325
Event costs	-	8
	<u>123,156</u>	<u>86,009</u>
Share of support costs (see note 5)	2,311	603
Share of governance costs (see note 5)	5,830	5,300
	<u>131,297</u>	<u>91,912</u>
<b>Analysis by fund</b>		
Unrestricted funds	83,171	91,912
Restricted funds	48,126	-
	<u>131,297</u>	<u>91,912</u>
<b>For the year ended 31 March 2021</b>		
Unrestricted funds	91,912	

### 5 Support costs

	Support costs £	Governance costs £	2022		Governance costs £	2021 £
			Support costs £	£		
Office stationery	407	-	407	123	-	123
Cleaning supplies	211	-	211	-	-	-
Telephone	1,450	-	1,450	312	-	312
Bank charges	243	-	243	168	-	168
Accountancy & Independent Examination fees	-	5,830	5,830	-	5,300	5,300
	<u>2,311</u>	<u>5,830</u>	<u>8,141</u>	<u>603</u>	<u>5,300</u>	<u>5,903</u>
Analysed between Charitable activities	<u>2,311</u>	<u>5,830</u>	<u>8,141</u>	<u>603</u>	<u>5,300</u>	<u>5,903</u>

Accountancy and Independent Examination fees include independent examination fees of £2,915 (2021 £2,650).

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

---

### 6 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

### 7 Employees

#### Number of employees

The average monthly number of employees during the year was:

	<b>2022</b>	<b>2021</b>
	<b>Number</b>	<b>Number</b>
Training programme staff	3	2
	<u>          </u>	<u>          </u>

#### Employment costs

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	94,046	74,086
Social security costs	5,419	3,228
Other pension costs	2,311	1,584
	<u>          </u>	<u>          </u>
	<u>101,776</u>	<u>78,898</u>

There are no employees paid more than £60,000 per annum.

### 8 Debtors

	<b>2022</b>	<b>2021</b>
<b>Amounts falling due within one year:</b>	<b>£</b>	<b>£</b>
Other debtors	10,000	2,176
	<u>          </u>	<u>          </u>

### 9 Creditors: amounts falling due within one year

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other taxation and social security	2,635	1,444
Other creditors	437	156
	<u>          </u>	<u>          </u>
	<u>3,072</u>	<u>1,600</u>

# HOTEL SCHOOL

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

---

### 10 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £
Fund balances at 31 March 2022 are represented by:				
Current assets/(liabilities)	13,691	12,874	26,565	6,609
	<u>13,691</u>	<u>12,874</u>	<u>26,565</u>	<u>6,609</u>
	<u><u>13,691</u></u>	<u><u>12,874</u></u>	<u><u>26,565</u></u>	<u><u>6,609</u></u>

### 11 Related party transactions

There were no disclosable related party transactions during the year.










# Hotel School 2022 accounts

Final Audit Report

2023-01-30

Created:	2023-01-30
By:	Alliotts Guildford Support (Guildfordsupport@alliotts.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAAiHmlXQ5F53IZK-SG6S1nsQwoUsQkHYQA

## "Hotel School 2022 accounts" History

-  Document created by Alliotts Guildford Support (Guildfordsupport@alliotts.com)  
2023-01-30 - 11:47:47 GMT - IP address: 88.98.47.65
-  Document emailed to omallya@thegoring.com for signature  
2023-01-30 - 11:50:03 GMT
-  Email viewed by omallya@thegoring.com  
2023-01-30 - 12:06:02 GMT - IP address: 213.205.240.162
-  Signer omallya@thegoring.com entered name at signing as jeremy goring  
2023-01-30 - 13:23:13 GMT - IP address: 5.81.174.84
-  Document e-signed by jeremy goring (omallya@thegoring.com)  
Signature Date: 2023-01-30 - 13:23:15 GMT - Time Source: server- IP address: 5.81.174.84
-  Document emailed to Stephen Meredith (stephen.meredith@alliotts.com) for signature  
2023-01-30 - 13:23:17 GMT
-  Email viewed by Stephen Meredith (stephen.meredith@alliotts.com)  
2023-01-30 - 15:13:08 GMT - IP address: 45.146.207.174
-  Document e-signed by Stephen Meredith (stephen.meredith@alliotts.com)  
Signature Date: 2023-01-30 - 15:13:23 GMT - Time Source: server- IP address: 88.98.47.65
-  Agreement completed.  
2023-01-30 - 15:13:23 GMT