

HONOURABLE ARTILLERY COMPANY

(Charity Registered in England and Wales Number 208443)

Report of the Court of Assistants and Financial Statements For the year ended 31 October 2021

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Honourable Artillery Company

The Membership of the Court of Assistants of the Company as at 31 October 2021 was:

EX-OFFICIO MEMBERS

Captain-General Her Majesty The Queen*
Colonel Commandant & President..... General Sir Patrick Sanders KCB CBE DSO ADC Gen
Vice President..... Major P D C Vyvyan-Robinson TD
Treasurer M P Basing Esq
Regimental Colonel..... Lieutenant Colonel A D C Caie TD
Commanding Officer (Resigned 01/06/21) Lieutenant Colonel J P Chorley
Commanding Officer (Appointed 01/06/21) Lieutenant Colonel A G E Bate
Senior Major..... Major W H Grove
Commander of the City of London Special Constabulary Detachment
..... Special Superintendent P M P FitzGerald
Captain of the Company of Pikemen & Musketeers..... Major R J Jackson TD
Officer Commanding the Light Cavalry A R Willis VR

HONORARY MEMBERS*

HRH Prince Michael of Kent GCVO, Royal Honorary Colonel
Field Marshal Sir John Chapple GCB CBE DL
Brigadier General Joe Milano AHAC

The Lord Mayor, the Aldermen, the Recorder and Sheriffs of the City of London for the time being

* Not Trustees of the Company.

TWENTY-THREE MEMBERS

- (a) *Appointed by the Commanding Officer:* Sgt Dudman L A
(b) *Appointed by the Court of Assistants:* Lieutenant Colonel S J R Halliday TD; G R Smith Esq
(c) *Due to the coronavirus pandemic, there was no election this year. Instead, the term for existing Elected Assistants was extended by the Annual General Court for a further year (one Assistant was drawn from the Elective list:*

Major C V Marment VR (2001)	Lieutenant Colonel J R Longbottom MBE QVRM VR (2002)
Major General S F N Lalor CB TD (1993)	Major I C S Morpeth TD (1992)
Special Sergeant Dr S F Edwards (2020)	Captain H R Jee (1997)
Major D Brigden TD (2018)	Lieutenant T J Monger-Godfrey (2019)
Major T L Davies TD (1982)	Major J A Robinson (2016)
E A Seabrook Esq (1991)	Major S C Briggs TD (2003)
Major J O Leighton TD (2004)	Major C O Wragg (2020)
Captain H D N M Voyantzis (2007)	Captain T H Cardwell (2016)
Major R P Quain TD (2006)	M J Cutteridge Esq (2019)
The Reverend (Major) M W Bezerra Speeks CF (2016)	L/Cpl Watson C (2021) (Appointed 24/03/2021)
Captain R M Huleatt-James TD (2010) (resigned 24/03/2021)	

Note: The date in brackets shows the year each member was first appointed or elected to the Court.

The Principal Executive Officers of the Company are:

Chief Executive..... S D Crane OBE
Court & Membership Secretary D A K Freeman LVO
Finance Controller S Hewett FCCA
Director of Catering & Events Mrs R Kitching
House Manager H W Green Esq

Annual Report of the Court of Assistants ('The Court')

The Court submits its annual report and the audited financial statements of the Company for the year ended 31 October 2021. The Court has adopted the provisions of Financial Reporting Standard 102 Statement of Recommended Practice ("FRS 102 SORP") and the Charities Act 2011 in preparing the annual report and financial statements of the Company.

REFERENCE AND ADMINISTRATIVE INFORMATION

The Honourable Artillery Company is a company incorporated by Letters Patent and registered with the Charity Commission for England and Wales under charity number 208443. The Company is administered from its principal address at: Armoury House, City Road, London EC1Y 2BQ. Details of the trustees and executive officers are shown on page 1. Particulars of the Charity's professional advisers are shown on page 8.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The governing document of the Charity is the Letters Patent granted by His Majesty King Henry VIII on 25 August 1537.

Governing Body

The Company is governed in its civil affairs and finances by a Court of Assistants ('the Court'), whose members are the Trustees of the Company, whose membership is set out on page 1. The Court delegate's authority to committees appointed from amongst its members, to some of which certain other persons are co-opted.

Recruitment and Training of Trustees

There are nominally 32 Trustees on the Court. Two are the Vice-President and Treasurer who are Civil Chiefs, elected by the Court for two and three years respectively, helping to provide continuity to the Court. Both these positions are elected by and from within the body of the Court. Seven Trustees are ex-officio appointments. One Trustee is appointed by the Commanding Officer and up to two are appointed by the Court. Consideration of the balance of skills, expertise and experience of Trustees is an essential component in the selection of the Court appointees. Twenty Trustees are elected by the membership and the result of the ballot is declared at the Company's Annual General Court, which is held in March each year.

Training has been offered to trustees throughout the year. In addition, each member is issued with a copy of the booklet *The Essential Trustee CC3*, published by the Charity Commission, to provide a source of permanent reference. Trustees are also encouraged to attend external training courses where this is considered appropriate.

Organisational Management

The Court meets ten times per year and is legally responsible for the overall management and control of the civil affairs of the Company. Detailed work is undertaken by a number of committees, comprising the Executive Committee, Property Committee, Sutling Committee, Membership Committee, Audit Committee, Sports Committee, Treasures Committee and Benevolent Fund Committee. Committee meetings are scheduled according to the amount of work involved, with additional meetings being arranged if more activity is required. The committees submit a formal report to the next following meeting of the Court and approval is sought for any decisions which are outside the terms of reference of the committee. In addition, there is a team of specialist investment advisers who meet up to four times per year to review and offer advice on the performance of the Company's investments and property portfolio as well as the choice of Investment Portfolio Manager.

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Day-to-day operation of the Company is delegated to the Chief Executive and the Company Office, who have authority to operate within the constraints of the approved budget. Quarterly Management Accounts, updated current year Forecasts, and lists of monthly payments in excess of £5,000 are reviewed by the Court, and in addition monthly management accounts, including a balance sheet and 12 month cash flow, are reviewed by the Executive Committee. The Company's long term Business Plan is reviewed by the Executive Committee and the Court from time to time. The signature of at least one Trustee is required for all payments above £30,000.

Remuneration

A Remuneration Committee was formed in the spring of 2016. The Committee met in 2021 to review a submission drafted by the Treasurer reviewing the remuneration of the staff of Company Office. There was an external benchmarking exercise in 2019 and this exercise will be repeated in 2022 and thereafter in alternate years.

Group Structure and Relationships

The Charity has three wholly-owned non-charitable subsidiaries: HAC Enterprises Ltd and HAC Flank Companies' Ball Ltd, both of which carry out fundraising activities for the charity; and Pencelli Ltd, which was set up to hold the assets of the Welsh Pencelli Estate situated in the Brecon Beacons. The activities and performance of the trading companies are discussed below.

Risk Management

In accordance with the Court's Risk Management Policy paper of 20 October 2009, the Company maintains a formal risk register. This is reviewed regularly and systematically by the Court committees and the Company Office.

Risks are identified at committee level or by the Company Office. They are assessed as to their likelihood and impact, and the measures taken to mitigate the risks are listed and evaluated with judgement made on whether the mitigation actions are acceptable or whether further action is required.

There are two major risks to the Company:

- The temporary loss of the use of Armoury House as a facility due to an unforeseen event. This risk has been mitigated by insurance cover for business interruption up to four years, and adequate buildings insurance cover. However, while the impact of COVID-19 was clearly an unforeseen event and impacted the commercial activities of the Company, it was outside the scope of the business interruption insurance cover.
- The loss of income from the hire of the Artillery Garden for commercial events, should the main user terminate their contract or planning consent for the temporary structure be withdrawn by the local authority. Although there would be a major loss of income to HAC Enterprises Ltd, the impact on the Company is not considered significant enough to adversely impact the Company's ability to continue meeting its current charitable obligations.

OBJECTIVES, ACTIVITIES AND PUBLIC BENEFIT

The main activities in the year to meet the Company's objectives, public benefit and the Trustees' duty under section 17 of the Charities Act 2011 are set out below.

Charitable Objectives

The charitable objectives of the Company are defined as, 'for military exercise and training and for the better defence of the realm' and, to this end, it uses its freehold property at Armoury House as a base

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for its military unit, a Regiment of the Army Reserve. To meet the requirements of the Charities Act 2011, the Court agreed an updated articulation of the Company's Objectives. These are: support to the HAC Regiment and the HAC's City of London Special Constabulary Detachment; support to the Company's ceremonial sub-units; conservation of Company treasures; maintenance and utilisation of the Company's estate; support for the Benevolent Fund; sustaining Company membership; and maintaining the Company's long-term financial sustainability.

Aims and Intended Impact

To meet these objectives, the Company's aims are: to further improve its facilities with a view to preserving the Regiment's place in the British Army's Order of battle by encouraging improved recruiting for and retention within all elements of the Company; to run commercial activity as necessary to ensure the Company's long-term financial sustainability; and to conserve the Company's estate and the Company's treasures for posterity.

Objectives for the Year

The main objectives for the year were supporting the HAC Regiment in its recruiting and retention efforts and fulfilling the Company's wider charitable aims, both in the immediate term and by providing for the Company's long-term sustainability, in part through continued commercial use of its facilities. This objective has been achieved to the extent that the constraints imposed by COVID-19 have allowed.

Public Benefit

During the year the Court of Assistants has, in exercising its powers and duties, complied with the duty in section 17 of the Charities Act 2011 to have due regard to the guidance on public benefit published by the Charity Commission. In particular, it has provided public benefit in that the Company has:

- Support to the Regiment has included: welfare support for the individuals and families of those deployed in line with policy; provision of training space on the Artillery Garden, on the parade square and in Armoury House. In 2020/21 a decision was made to not award any annual grants to the regiment due to the uncertainty of COVID-19 at the beginning of the financial year.
- Provided training and financial support totalling £50k, to a Combined Cadet Forces at the City of London Academy, Islington and Mossbourne Community Academy, Hackney.
- Provided accommodation within Armoury House for the HAC Special Constabulary Detachment, which patrols within the City of London.
- Provided training and facilities within Armoury House for the City of London Police Cadets.
- Provided accommodation within Armoury House for the Pikemen & Musketeers and the Light Cavalry. These sub-units provide displays to the general public and ceremonial guards for State Occasions and City events, which were restarted once the COVID-19 restrictions were relaxed.
- Sustained Company membership at around 2,500 members. Members made an annual contribution of £309k to the Charity during the year.
- Conserved the Company's estate at Armoury House and the Artillery Garden, making facilities available to the Regiment and the Special Constabulary Detachment as required. The Pencelli Estate in the Brecon Beacons National Park is used for training purposes, not just by the HAC, but by a large and varied number of other military and cadet units. In 2021 the House and grounds were re-opened to the public once COVID-19 restrictions were relaxed and the grounds have been made available weekly to a London Borough of Islington primary school for games and recreation.

- Contributed to the engagement of a Warden and volunteers on the Brecon Beacons National Park to help ensure this public facility is not damaged by illegal off-road bicycles and vehicles.
- Maintained the HAC Benevolent Fund for HAC members and other eligible beneficiaries, and provided insurance cover for Regimental members mobilised on operational duty.

The Outcome of the Charity's Work

- **The HAC Regiment.** Is part of the Reserve Forces and is a body of trained manpower ready at appropriate notice to deploy as individuals on short duration military operations or as a formed body for general war. The Charity's support for the Regiment enables it to be the best recruited Reserve Forces unit in the British Army, with a high level of retention as a consequence of the financial and material support received that supports its training, recruiting, welfare and unit cohesion. The location of the site, coupled with the facilities that the Regiment can offer through the Company, means that the Regiment's recruits tend to be of high calibre and amenable to a higher level of training in the short periods that they are in uniform. During the period, members of the Regiment have been deployed operationally to South Sudan, Iraq and the Balkans and in support of the national COVID-19 response.
- **Special Constabulary.** The Company supports the only formed detachment of Special Constabulary in the United Kingdom. The success of this model has caused the City of London Police to turn to the HAC Specials to act as the seed corn for an expansion of Special Constabulary numbers in the City.
- **Ceremonial Sub-Units.** As regular forces reduce, the demand on the Company of Pikemen & Musketeers and the Light Cavalry for ceremonial support in and beyond the City increases. The sub-units are able to meet this added tempo thanks to the support that the Company gives them in terms of grants for equipment and facilities for training, storage and control.
- **Cadets.** The three cadet contingent that the Company supports make a marked difference to the lives of those young people involved from the local community. Particularly from the City of London Academy Islington and Mossbourne Community Academy Hackney, from which the CCFs are drawn. By promoting discipline, self-reliance and team work it is reported that performance of cadets elsewhere in the curriculum is improved. The Company has provided information to the Government Review on this impact.
- **The Membership.** One of the roles of Members is to act as an advocacy network for Defence and Security throughout the country. The Company's programme of lectures, and the facilities the Company provides for veteran and serving reserves to interact, keeps this network informed, active and relevant.
- **The House and Artillery Garden.** The House and Garden have normally been open to the public for the Open Evening in May and act as a backdrop to offices and homes in the Finsbury area. It is the largest open space in Islington and is used by the Regiment for low-level training. This means that the Regiment is able to run its own Phase 1 (basic) training weekends and training nights which enable it to set particular store by its standards and develops Regimental ethos and cohesion from the start.

The Strategy for Achieving those Outcomes

In order to achieve our goals the charity must simultaneously maintain its estate, both in London and in Wales, such that it is available for training and ceremonial purposes, whilst at the same time using it to raise funds that can then be granted to the beneficiaries to support their work. Particularly in London, where space is at a premium, this involves judgement and constant, detailed attention to the application of a broad strategy that sees the needs of the Regiment come first, with unused space then made available for commercial use.

Grant Making Policy

The Company makes annual grants to the Regiment for expenses, such as adventurous training and recruiting. These grants are fixed on an annual basis following discussions with the Commanding Officer. If the Commanding Officer makes additional applications for grants during the year then these are considered by the Court on an *ad hoc* basis and will normally be met, provided that financial circumstances allow. In some circumstances, grants are made to individuals to allow specific training to be undertaken or to support other military purposes.

The Benevolent Fund, which is disclosed as a 'restricted' fund of the Company, makes grants to individuals connected with the Company, in accordance with the Benevolent Fund Trust Deed.

Volunteers

The Court is grateful to those members of the Company who give freely of their time in support of the Company. In view of the wide sphere of activities in which members support the Company, evaluation of this activity has proved impracticable.

REVIEW OF ACHIEVEMENTS AND PERFORMANCE FOR THE YEAR

Operational Performance of the Company

The Company has provided Armoury House, the Artillery Garden and the Pencelli Estate for the use of its Military Unit, its Special Constabulary Detachment and its ceremonial sub-units throughout the year, subject to COVID-19 regulations and precautions. It has also provided financial support to all these elements of the Company. From April 2021 the Company was able to resume its commercial activities on the Artillery Garden and from late May 2021 in the House. This has resulted in a positive contribution by commercial activities to the Company's result for the year.

Investment Performance against Objectives

The value of Listed investments (excluding £580k of additional cash and dividends invested) increased by £2,185k (2020: £ (868) k decrease). This broadly reflects stock market performance over the period.

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The consolidated statement of financial activities shows a net surplus for the year of £2,152k (2020: £7,686k). The 2021 surplus includes an investment property revaluation loss of £(417)k and an increase in the value of listed investments of £2,185k. The net operating surplus in 2021 was £375k.

The Company's wholly owned subsidiary, HAC Enterprises Ltd continued to carry out fund-raising activities for the charity, and with COVID-19 restrictions being relaxed from April 2021 the trading company, the House and Artillery Gardens made a strong contribution to the recovery of the HAC. Net income from trading was £39k (2020: £26k) (see Note 6). The trading subsidiaries made Gift Aid payments to the Company totalling £34k (2020: £26k).

At 31 October 2021, the total consolidated net assets of the Company, as shown by the balance sheet, were £64,119k (2020: £61,967k). The Company has taken advantage of the specific clauses in FRS 102 SORP with regard to the treatment of assets. The net assets of the Company do not include the market value of freehold and leasehold properties used for the Company's charitable purposes, or the value of the Company's military and similar artefacts acquired prior to 1 November 2005. No value has been placed upon the artefacts, as the process and costs of obtaining valuations for the items involved would be disproportionate to any public benefit that might be derived. It is considered impractical to apply conventional valuation techniques to the collections, due to their unique nature. Freehold and leasehold properties are included in the accounts at cost. However, it is not appropriate to apply conventional valuation techniques to these assets, due to the restrictive-use clauses set out in the title and lease agreements. Details of the re-building insurance values of these properties are given in Note 11a of the financial statements.

Cash Flows

The consolidated statement of cash flows shows a net inflow for 2021 of £140K (2020 :£(1,386)k outflow). The main reasons for the inflow in 2021 were the net operating surplus for the year, and an increase in working capital balances; principally an increase in deposits received for future events. Due to the recovery a further cash investment was made (£580k) in listed investments, which still left the HAC with a cash inflow. Cash balances at 31 October 2021 stand at £3,348k of which £2,207k represents cash in Unrestricted funds (2020: £3,208k of which cash in Unrestricted funds was £2,072k).

Reserves Policy

The Court policy on unrestricted funds is to hold cash within a general reserve (free reserves) at a level equivalent to six months' budgeted running costs. The balance of cash held was £1,681k at 31 October 2021 in line with the policy. A designated Medium Term reserve is also held in cash at a level to provide for 5 years capital expenditure as set out in the Company's latest capital expenditure forecast. At 31 October 2021 the balance on the Medium Term reserve was £778k. A Long Term designated reserve with a target of £10million has been established to meet the future needs of the HAC Regiment, and is held in a mix of cash, working capital and investments. At 31 October 2021 the balance on the Long Term reserve was £6,540k.

Investment Policy and Objectives

The Company aims to maximise total return with a balanced approach to seeking income and capital return.

Fundraising Policy

Our approach to fundraising is to seek donations from our membership and from our commercial contacts. We do not actively seek donations from the general public.

We do not use third parties to help us with fundraising. During the year we did not receive any complaints related to our fundraising activities.

FUTURE PLANS

The priorities set in the Company's current 5 Year Plan, which was approved by the Court on 27 September 2017 and confirmed at a Court Away Day in January 2019, are to improve the support given to the HAC Regiment and the HAC Special Constabulary Detachment in terms of both financial backing and the standard of the facilities made available, to provide financial support to the City of London Academy Islington (HAC) Combined Cadet Force, and to provide financial support to the police cadets, the Company of Pikemen & Musketeers and the Light Cavalry. Specific projects include a plan to provide significant additional space and facilities for the Regiment, including better equipment storage and changing space for reserve soldiers, planning for which commenced in 2016/17, with a likely project timeframe of 3 to 5 years. A 5-year re-equipment programme for the Company of Pikemen & Musketeers, which began in 2016/17, has continued into 2021/22.

The trading outcome of HAC Enterprises Ltd for Financial Year 2021/22 is anticipated to be similar to 2019/20, with outdoor events as a focus and subject to the lifting of COVID-19 restrictions following rollout of a widespread vaccination programme. The Company will also review its activities ahead of the potential for significant expenditure to support the proposed enhanced Regimental facilities although any impact is expected to be in 2022/23 and future periods.

Statement of the Court's Responsibilities

The Court is responsible for preparing the Annual Report of the Court of Assistants and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Court to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the Charity and of the incoming resources and application of resources of the Charity for that period. In preparing these financial statements, the Court is required to:

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

The Court is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable it to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Letters Patent dated 25 August 1537, associated Royal Warrants and Rules and Orders.

The Court is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Professional Advisers

Details of professional advisers are given below:

Auditors	Buzzacott LLP	130 Wood Street, London EC2V 6DL
Solicitors	Charles Russell Speechlys LLP Boodle Hatfield LLP	5 Fleet Place, London EC4M 7RD 240 Blackfriars Road, London SE1 8NW
Bankers	National Westminster Bank Plc	1 Princes Street, London EC2R 8BP
Property Agents	Daniel Watney LLP	165 Fleet Street London EC4A 2DW
Investment Managers	Smith & Williamson	25 Moorgate, London EC2R 6AY

Auditors

Buzzacott LLP have indicated their willingness to continue in office and in accordance with the provisions of the Charities Act 2011 it is proposed that they be reappointed auditors to the charity and the group for the ensuing year.

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By Order of the Court of Assistants

MP Basing

M P Basing, Treasurer

Allyson-Robinson

Date: 25 January 2022

**INDEPENDENT AUDITOR'S REPORT TO THE COURT OF ASSISTANTS AND MEMBERS OF
THE HONOURABLE ARTILLERY COMPANY**

Opinion

We have audited the financial statements of the Honourable Artillery Company (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 October 2021 which comprise the consolidated statement of financial activities, consolidated and parent charity balance sheets, consolidated statement of cash flows, and the notes to the financial statements including a summary of the principal accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of affairs of the group and of the parent charity as at 31 October 2021 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Court of Assistants and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the report of the Court of Assistants is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of the Court's responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the ability of the group and parent charity to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group and parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group and parent charity through discussions with management and from our knowledge and experience;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent charity, including the accounting framework referred to above and the Charities Act 2011;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives of management and the review of minutes of Court meetings.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- Making enquiries of management as to where they considered there was susceptibility to fraud and knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected financial relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Tested the authorisation of expenditure;
- Gained an understanding of the processes in place for the management of the parent charity's investments; and
- Investigated the rationale behind significant or unusual financial transactions.

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In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Reviewing the minutes of meetings of those charged with governance;
- Enquiring of management as to actual and potential litigation and claims; and
- Agreeing financial statements disclosures to underlying supporting documentation.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the parent charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the parent charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Buzzacott LLP
Statutory Auditor



130 Wood Street
London
EC2V 6DL

Date

11/2/22

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Year ended 31 October 2021

	Note	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total 31-Oct 2021 £000	Total 31-Oct 2020 £000
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	3	3	34	-	37	56
Charitable activities:						
Member subscriptions	4	309	-	-	309	310
Other income	5	7	184	-	191	204
Other trading activities	6	917	-	-	917	1,158
Investments:						
Investment property income	7	1,698	-	-	1,698	1,651
Listed investments		135	89	4	228	165
Interest on cash deposits		-	-	-	-	9
Total income	17	3,069	307	4	3,380	3,553
EXPENDITURE ON:						
Raising Funds						
Trading costs	6	878	-	-	878	1,132
Investment property costs	7	246	-	-	246	323
Investment management charges	12	44	28	1	73	68
Charitable activities:						
Military grants and other charitable expenditure	8	151	267	-	418	668
Maintenance and operation of Armoury House	9	656	-	-	656	815
Membership services and general administration	10	732	2	-	734	780
Total expenditure	17	2,707	297	1	3,005	3,786
Net operating income/(expenditure)		362	10	3	375	(233)
Gains/(losses) on investments						
Net gain/(loss) on Listed investments	12	1,239	889	57	2,185	(868)
Investment property revaluation (loss)/gain	11c	(417)	-	-	(417)	8,773
Net income		1,184	899	60	2,143	7,672
Other recognised gains						
Actuarial gains on defined benefit pension scheme	16	9	-	-	9	14
Net movement in funds for year		1,193	899	60	2,152	7,686
Funds brought forward at 1 November 2020	17	57,531	4,317	119	61,967	54,281
Funds carried forward at 31 October 2021	18	58,724	5,216	179	64,119	61,967

The Notes on pages 18 to 37 form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
Year ended 31 October 2020

		Unrestricted	Restricted	Endowment	Total 31- Oct 2020
	Note	Funds £000	Funds £000	Funds £000	£000
INCOME AND ENDOWMENTS FROM:					
<i>Donations and legacies</i>	3	1	55	-	56
<i>Charitable activities:</i>					
Member subscriptions	4	310	-	-	310
Other income	5	-	204	-	204
<i>Other trading activities</i>	6	1,158	-	-	1,158
<i>Investments:</i>					
Investment property income	7	1,651	-	-	1,651
Listed investments		100	63	2	165
Interest on cash deposits		7	2	-	9
Total income	17	3,227	324	2	3,553
EXPENDITURE ON:					
<i>Raising Funds</i>					
Trading costs	6	1,132	-	-	1,132
Investment property costs	7	323	-	-	323
Investment management charges	12	36	31	1	68
<i>Charitable activities:</i>					
Military grants and other charitable expenditure	8	383	283	2	668
Maintenance and operation of Armoury House	9	815	-	-	815
Membership services and general administration	10	774	6	-	780
Total expenditure	17	3,463	320	3	3,786
Net operating income		(236)	4	(1)	(233)
<i>Gains/(losses) on investments</i>					
Net gain/(loss) on Listed investments	12	(525)	(331)	(12)	(868)
Investment property revaluation gain	11c	8,773	-	-	8,773
Net income/(expenditure)		8,012	(327)	(13)	7,672
<i>Other recognised gains</i>					
Actuarial gains on defined benefit pension scheme	16	14	-	-	14
Net movement in funds for year		8,026	(327)	(13)	7,686
Funds brought forward at 1 November 2019	17	49,505	4,644	132	54,281
Funds carried forward at 31 October 2020	18	57,531	4,317	119	61,967

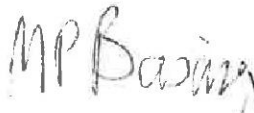
Honourable Artillery Company

CONSOLIDATED & CHARITY BALANCE SHEETS
31 OCTOBER 2021

		2021	2020	2021	2020
	Note	Group £000	Group £000	Charity £000	Charity £000
Fixed Assets					
Tangible assets – own use	11a	4,902	5,149	4,573	4,820
Tangible assets – Light Cavalry	11b	16	13	16	13
Tangible assets – Heritage assets	11b	147	143	147	143
Investment properties	11c	44,838	45,255	44,838	45,255
Intangible assets – software – own use	11d	47	73	47	73
Listed investments	12	10,784	8,106	10,784	8,106
Shareholding in subsidiaries	13	-	-	301	301
Total fixed assets		60,734	58,739	60,706	58,711
Current assets					
Stocks		7	6	1	1
Debtors and prepayments	14	780	743	1,064	907
Short-term deposits		2,376	2,376	2,376	2,376
Cash at bank and in hand		972	832	531	527
		4,135	3,957	3,972	3,811
Liabilities:					
Creditors falling due within one year	15	(687)	(657)	(496)	(483)
Net current assets		3,448	3,300	3,476	3,328
Total net assets before pension liability		64,182	62,039	64,182	62,039
Pension scheme funding liability	16	(63)	(72)	(63)	(72)
NET ASSETS		64,119	61,967	64,119	61,967
CHARITABLE FUNDS					
General Fund	17&18	1,681	1,194	1,681	1,194
Designated Reserves	17&18	7,318	5,932	7,318	5,932
Fixed Asset Fund	17&18	49,788	50,477	49,788	50,477
Less: Pension Reserve (liability)	16	(63)	(72)	(63)	(72)
		58,724	57,531	58,724	57,531
Restricted Funds	17&18	5,216	4,317	5,216	4,317
Endowment Funds	17&18	179	119	179	119
TOTAL CHARITABLE FUNDS		64,119	61,967	64,119	61,967

The financial statements were approved by the Court of Assistants on 25 January 2022 and are signed on its behalf by:


Major P D C Vyvyan-Robinson, Vice-President


M P Basing Esq, Treasurer

Honourable Artillery Company
**CONSOLIDATED STATEMENT OF CASH FLOWS
YEAR ENDED 31 OCTOBER 2021**

	Note	Total Funds 31-Oct 2021 £000	Total Funds 31-Oct 2020 £000
Cash flows from operating activities:			
Net cash (used) in operating activities		(946)	(2,042)
Cash flows from investing activities:			
Dividends, interest and rent from investments		1,680	1,504
Purchase of tangible and intangible assets	11a/11b/11d	(24)	(291)
Purchase of heritage assets	11b	(4)	(4)
Purchase of investments - listed investments	12	(580)	(560)
Disposal of investments - listed investments	12	14	7
Net cash provided by /(used in) investing activities		1,086	656
Change in cash and cash equivalents in reporting period		140	(1,386)
Cash and cash equivalents at 1 November 2020		3,208	4,594
Cash and cash equivalents at 31 October 2021		3,348	3,208
		2021	2020
		£000	£000
Reconciliation of net income to net cash flow from operating activities	Note		
Net income for the reporting period		2,143	7,672
Adjustments for:			
Depreciation Charges:			
Depreciation, amortisation & impairment	11a/11d	283	313
Light Cavalry and Pikemen & Musketeers depreciation	11b	5	41
Loss on the disposal of Fixed Assets		6	2
(Gain)/Loss on Listed investments	12	(2,185)	868
Loss/(Gain) on Investment Property Revaluation	11c	417	(8,773)
Rents, dividends and interest from investments:			
Investment property income	7	(1,698)	(1,651)
Listed investments		(228)	(165)
Interest on cash deposits		-	(9)
Investment property costs	7	246	323
Investment management charges	12	73	68
(Increase) in stocks		(1)	-
(Increase)/Decrease in debtors		(37)	109
Increase/(Decrease) in creditors		30	(840)
Net cash (used in)/ generated by operating activities		(946)	(2,042)
Analysis of cash and cash equivalents			
Cash in hand		972	832
Notice deposits (less than 3 months)		2,376	2,376
Total cash and cash equivalents		3,348	3,208

	At 1 November 2020	Cash flows	At 31 October 2021
Reconciliation of net debt:	£000	£000	£000
Cash and cash equivalents	3,208	140	3,348

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021

1. Constitution and subsidiaries

The Honourable Artillery Company was incorporated by Letters Patent on 25 August 1537 and is registered as a charity (registration number 208443). The subsidiary group companies are:

- HAC Enterprises Limited (registration no. 01677400)
- HAC Flank Companies' Ball Limited (registration no. 02266408)
- Pencelli Limited (registration no. 03724227)

2. Accounting Policies

Accounting convention

The charity is a public benefit entity for the purposes of The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and therefore the financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102 (Charities SORP FRS102), the Charities Act 2011 and FRS 102.

The financial statements have been prepared to give a 'true and fair' view and 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 Charities SORP FRS 102 rather than the earlier version which it replaced.

Consolidation

The accounts of the Company include those activities of the Company which have a material effect on its financial position or results. Certain funds, in particular those of the Old Comrades' Association, have not been included because they are not material.

The consolidated accounts include the accounts of the Company and its three subsidiaries, HAC Enterprises Ltd, HAC Flank Companies' Ball Ltd and Pencelli Ltd. The accounts of the Company of Pikemen & Musketeers and the Light Cavalry are included as part of the Company's accounts for the financial year. The Unconsolidated Balance Sheet of the Company is shown alongside the Consolidated Balance Sheet, in the format recommended by the Charities SORP FRS 102.

A separate Statement of Financial Activities for the Company is not presented as permitted by the Charities SORP FRS 102.

Going concern

The trustees have assessed the use of the going concern basis for preparing the accounts of the Company and its three subsidiaries. The trustees are satisfied that the going concern basis is appropriate and have referred to the approved budget for next year and the latest 5 year business plan and 10 year financial projections to arrive at this conclusion, and are satisfied that the Company has sufficient resources to meet its ongoing liabilities and that it can continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

Income and Endowments

- a) Donations and legacies are recognised when they are received or when the Company has legal entitlement and receipt is probable.
- b) Member subscriptions are recognised when receivable and receipt is probable and are net of applicable VAT, and are accounted for on an accruals basis. Gift aid reclaimed on subscriptions paid under Deed of Covenant is recognised when receivable and receipt is probable.
- c) Other income is recognised when receivable less any provision for bad debt.
- d) Income from Trading Activities which includes sutling, grounds hire, bedrooms, car parking, the Flank Companies' Ball and miscellaneous sales is recognised when receivable net of any provision for bad debt and accounted for on an accruals basis.
- e) Investment property income represents rental income, licence fee income and miscellaneous income from the investment property portfolio comprising commercial and residential properties located around the perimeter of the Artillery Garden, and the Pencelli Estate. The income is recognised when receivable net of any provision for bad debt and accounted for on an accruals basis.
- f) Listed investment income represents dividends received or accrued in the period.
- g) Interest on cash deposits is recognised when received or accrued in the period.

Expenditure

- a) Trading costs of sutling, grounds hire, bedrooms, car parking, cost of the Flank Companies' Ball and cost of miscellaneous sales are recognised as incurred and accounted for on an accruals basis. Trading costs include an allocation of total payroll costs for Company staff, contract and temporary staff, with the allocation being based on a percentage estimate of the time spent on trading activities. The allocation is reviewed each year. Trading costs also included an allocation of utilities and general office overheads agreed each year.
- b) Investment property costs include the managing agent's fees and repair and maintenance and void costs, and are recognised as incurred. Costs paid for by the Company are accounted for on an accruals basis.
- c) Investment management charges by Cazenove Capital Management Ltd and Smith and Williamson are paid directly from the Unrestricted/Restricted Pooled Fund and Benevolent Fund and are recognised when charged to each Fund.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 October 2021 (cont'd)

- d) Military grants to the Honourable Artillery Company Regiment are agreed by the Court of Trustees each year and recognised as incurred. Other ad hoc grants and donations are agreed by the Court of Trustees and accounted for on an accruals basis.
- e) The costs of maintaining and operating Armoury House for Company usage is net of the allocation of payroll and utility costs allocated to trading activities.
- f) The cost of support for the Membership and the cost of general Company administration and overheads is net of the allocation of general overheads to trading activities. Governance costs included in general overheads relate to the direct costs associated with the constitutional and statutory requirements of the Company and include the costs of external audit, secretarial and other constitutional related costs.

Other gains and losses

- a) The Listed investments in the Unrestricted/Restricted Pooled Fund and Benevolent Fund portfolios are valued each quarter and the total valuation change for the financial year is included in the SOFA together with realised gains and losses on disposals in the year.
- b) The Investment Properties are professionally revalued every 3 years and the trustees consider any realised gains/losses change in values in between formal professional valuations. The valuation change since the previous valuation is included in the SOFA as an unrealised gain or loss.
- c) The defined benefit pension scheme is an unfunded future cash flow liability which is calculated each financial period and discounted to the Balance Sheet date. The change in the total liability during the financial period is included in the SOFA as an actuarial gain or loss.

Designated and Restricted Funds

Income and expenditure related to the designated and restricted funds are included in the consolidated Statement of Financial Activities.

Tangible and intangible fixed assets for own use

Freehold and leasehold land in use by the Company at the Artillery Garden and Pencelli have been valued at cost. No value is attributed to Armoury House other than the capitalised cost of alterations. Other assets are stated at cost less depreciation, calculated on a straight line basis as follows:

Alterations to property	20/25/30/60/150 years
Plant, fixtures and equipment	10/15/20 years
Computers and other electronic equipment	3 to 5 years
Software	5 years

Tangible assets - Heritage assets

No value is attributed to the Company's collection of memorabilia and treasures acquired prior to 1 November 2005 which are considered to be part of its heritage. Treasures acquired from 1 November 2005 have been capitalised at cost. Heritage assets are not depreciated as their useful life is considered to be indefinite. Detailed records of Heritage assets are managed by the Museum and Treasures Committee who are also responsible for the ongoing preservation.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

Access to Heritage assets is available by written request to the Museum and Treasures Committee.

Investments (including properties held as investments)

Investments are stated in the Balance Sheet at market values applying at the financial period end.

Stocks

Stocks are stated at the lower of cost and net realisable value.

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.

Retirement benefits

It is the policy of the Company to recognise the liability for all work which has been completed and to accrue for any outstanding expenses. The financial statements show the value of the Pension Reserve Deficit in respect of unfunded pensions, which are payable directly by the Company to past employees (see Note 16).

Financial instruments

The company 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 Company's balance sheet when the Company becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, which include trade and other receivables 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.

Basic financial liabilities

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price and subsequently measured at amortised cost using the effective interest method.

Judgements and key sources of estimation uncertainty

In the application of the Company'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.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

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.

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements:

a) The annual depreciation charge for property, plant and equipment is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 11a, 11b and 11d for the carrying amount of the property, plant and equipment and the accounting policy above for the useful economic lives for each class of asset.

b) The Group uses the valuation performed by its independent professional valuers every 3 years as the fair value of its investment properties. The valuation is based upon the key assumptions of estimated rental values and market based yields. With regard to redevelopments and refurbishments, future development costs and an appropriate discount rate are also used. In determining fair value the valuers make reference to market evidence and recent transaction prices for similar properties. The Trustees consider any change in values in between formal professional valuations. Details of the last valuation methodology and key assumptions are given in note 11c. Management consider the significant assumptions to the valuation of investment properties to be estimated rental values and market based yields, together with general observations as to the state of the market at the Balance Sheet date.

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 October 2021 (cont'd)

3.	Donations and legacies	2021	2020		
		£000	£000		
	Unrestricted Fund	3	1		
	Benevolent Fund Restricted Funds	13	53		
	Other Restricted Funds	21	2		
	Total	37	56		
4.	Member subscriptions	2021	2020		
		£000	£000		
	Paid by members	285	293		
	Tax recovered on Gift Aid subscriptions	55	49		
	Entrance fees	2	3		
	VAT payable on subscription income	(33)	(35)		
	Total	309	310		
5.	Other income	2021	2020		
		£000	£000		
	Pikemen & Musketeers income Restricted Funds	14	32		
	Light Cavalry income Restricted Funds	170	170		
	Other Events	7	2		
	Total	191	204		
6.	Other trading activities	2021	2021	2021	2020
		Income	Expenses	Surplus/ (Deficit)	Surplus/ (Deficit)
		£000	£000	£000	£000
	Sutling	538	(652)	(114)	34
	Sports & grounds activities	332	(150)	182	(1)
	Bedrooms	32	(52)	(20)	(25)
	Car parking	11	-	11	43
	Sale of books, ties, cards and other income	4	(1)	3	1
	Flank Companies' Ball	-	-	-	-
		917	(855)	62	52
	Other Expenses				
	Audit fees	-	(5)	(5)	(10)
	Administration charge	-	(18)	(18)	(16)
		-	(23)	(23)	(26)
	Total	917	(878)	39	26

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

6. Other trading activities

	2020 Income	2020 Expenses	2020 Surplus/ (Deficit)
	£000	£000	£000
Sutling	921	(887)	34
Sports & grounds activities	136	(137)	(1)
Bedrooms	54	(79)	(25)
Car parking	43	-	43
Sale of books, ties, cards and other income	4	(3)	1
Flank Companies' Ball	-	-	-
	<u>1,158</u>	<u>(1,106)</u>	<u>52</u>
Other Expenses			
Audit fees	-	(10)	(10)
Administration charge	-	(16)	(16)
	<u>-</u>	<u>(26)</u>	<u>(26)</u>
Total	<u><u>1,158</u></u>	<u><u>(1,132)</u></u>	<u><u>26</u></u>

7. Investment property income and expenditure

	2021	2020
	£000	£000
Income		
Commercial	961	955
Residential	373	353
Other rental income	364	343
Total income	<u><u>1,698</u></u>	<u><u>1,651</u></u>
Expenditure		
Management fees (including the Pencelli estate)	44	37
Cost of insurance, legal and professional fees	38	57
Maintenance and repairs	164	229
Total expenditure	<u><u>246</u></u>	<u><u>323</u></u>

**NOTES TO THE FINANCIAL
STATEMENTS**
Year ended 31 October 2021 (cont'd)

8. Military grants and other charitable expenditure

	No of Grants 2021	2021 £000	No of Grants 2020	2020 £000
Grants to the Regiment and Sub Units	14	151	14	342
Other charitable expenditure from Unrestricted Fund	7	3	7	7
Vambrace impairment provision from Restricted Funds	-	55	-	34
Total grants paid from the Company's general resources	21	209	21	383
Grants from the Regimental Grants Fund (not quantified)	-	-	2	37
Grants from the Benevolent Fund to individuals from Restricted Funds	9	15	15	17
Other charitable expenditure from Restricted Funds	-	-	3	3
Grants to Pikemen & Musketeers from the Dugdale Bequest	1	3	1	2
Total grants paid	31	227	42	442
Pikemen & Musketeers expenditure	-	18	-	59
Light Cavalry expenditure	-	173	-	167
Total military grants and other charitable expenditure	31	418	42	668

9. Maintenance and operation of Armoury House

	2021 £000	2020 £000
Staff costs, including taxes and pension contributions (including contract and temporary staff)	371	409
Rates, water, power and heating	82	106
Cleaning and waste removal	40	41
Property maintenance and repairs	206	303
Treasures, Archives	49	60
Recharges to trading subsidiaries	(92)	(104)
Total	656	815

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 October 2021 (cont'd)

10. Membership services and general administration

	2021	2021	2021	2020	2020	2020
	£000	£000	£000	£000	£000	£000
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds		Funds	Funds	
Staff costs, including taxes, pension contributions and pensions to former employees	419	-	419	453	-	453
Employee termination payments	19	-	19	3	-	3
Office services, IT and telephone	99	-	99	128	-	128
Membership administration	14	-	14	20	-	20
Insurance	96	-	96	87	-	87
Publications	25	-	25	59	-	59
Bank charges, other legal and professional costs	42	-	42	39	-	39
Recharges to trading subsidiaries	(11)	-	(11)	(65)	-	(65)
Benevolent Fund administration costs	-	2	2	-	6	6
Governance	29	-	29	50	-	50
	732	2	734	774	6	780
Auditors' remuneration (excluding VAT) included in above total:						
Audit Fees	24	-	24	30	-	30

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

11. Fixed assets

11a. Tangible fixed assets for own use	Freehold/ Leasehold Land & Buildings £000	Furniture, Plant and Equipment £000	Charity Total £000	Subsidiary Freehold Land £000	Group Total £000
Cost					
At 1 November 2020	8,574	1,875	10,449	329	10,778
Additions	10	-	10	-	10
At 31 October 2021	8,584	1,875	10,459	329	10,788
Depreciation					
At 1 November 2020	4,481	1,148	5,629	-	5,629
Charge for year	120	137	257	-	257
At 31 October 2021	4,601	1,285	5,886	-	5,886
Net Book Value					
At 31 October 2021	3,983	590	4,573	329	4,902
At 31 October 2020	4,093	727	4,820	329	5,149

The Company has substantial long-held historic assets which are used in the course of the Company's activities to support the Regiment, Special Constabulary Detachment and Company membership. These comprise the land and buildings at Armoury House, together with certain military and ceremonial items and other treasured artefacts. The buildings at Armoury House were constructed principally in 1734-35, 1787, 1826-28 and 1843. Due to the age of these items, and in many cases the unique nature, reliable historical cost information is not available for these assets and could not be obtained except at disproportionate expense. In the opinion of the Court the depreciated historical costs of these items is now immaterial.

Included within the cost of freehold land and buildings are the capitalised costs of later acquisitions and alterations to the land and buildings, including £6,606k relating to the development of the Prince Consort Rooms. Buildings insurance for properties owned by the Company including Armoury House and other Investment properties (see note 11c) at 31 October 2021 is held to the value of £44,838K (insurance value). This excludes any investment properties let on a full repairing lease where the tenant has the obligation to insure. The insurance value is reviewed annually.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)
11. Fixed assets, contd**11b. Tangible fixed assets, contd**

	Light Cavalry	Pikemen &	Heritage Assets
	£000	Musketeers	£000
		£000	
Cost			
At 1 November 2020	52	300	143
Additions	14	-	4
Disposals	(29)	-	-
At 31 October 2021	37	300	147
Depreciation			
At 1 November 2020	39	300	-
Charge for year	5	-	-
Disposals	(23)	-	-
At 31 October 2021	21	300	-
Net Book Value			
At 31 October 2021	16	-	147
At 31 October 2020	13	-	143

Depreciation applied to the assets of the Light Cavalry is in line with their useful economic life.

In accordance with the FRS 102 Charity SORP, heritage assets acquired from 1 November 2005 have been capitalised by the Company.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

11. Fixed assets, contd

11c. Investment Properties	2021	2020
	£000	£000
Valuation at 1 November 2020	45,255	36,482
Revaluation (loss)/gain	(417)	8,773
At 31 October 2021	44,838	45,255

The investment properties are professionally valued on a triennial basis and the value is reviewed by the trustees on an annual basis. The investment properties were last valued on an 'open market' basis by Farebrother, the Company's Property agents, at 31 October 2020 and a desktop valuation was undertaken by Farebrother as at 31 October 2021.

11d. Intangible assets – Software for own use

	2021
	£000
Cost	
At 1 November 2020	101
At 31 October 2021	101
Amortisation	
At 1 November 2020	28
Charge for year	26
At 31 October 2021	54
Net Book Value	
At 31 October 2021	47
At 31 October 2020	73

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)
12. Listed investments

	2021 £000	2020 £000
Investments at valuation – 1 November 2020	8,106	8,489
Funds added	580	560
Funds removed	(14)	(7)
Revaluation gain/(loss)	2,185	(868)
Investment management charges	(73)	(68)
Investments at market value – 31 October 2021	10,784	8,106
Investments at cost	8,106	7,276
Unrealised gains	2,678	830
	10,784	8,106
Split of investments – 31 October 2021		
UK listed investments	4,654	3,984
Overseas listed investments	3,077	3,679
Multi-Asset funds	980	127
Held as cash	2,073	316
	10,784	8,106

The Charity's own accounts also include the investment in its subsidiaries (note 13).

13. Subsidiary companies

The Company has three wholly-owned subsidiary companies, all registered in England:

- HAC Enterprises Limited, which is responsible for Sutling, House and Ground hire, and sports activities.
- HAC Flank Companies' Ball Limited (owned by HAC Enterprises Limited), which organises an annual ball on the Company's premises.
- Pencelli Ltd, which owns the Welsh Pencelli Estate in the Brecon Beacons.

Gift Aid arrangements have been made between HAC Enterprises Limited and the Company whereby the subsidiary donates the whole of their taxable profit to the Company each year. The amounts owed by the subsidiaries to the Company at 31 October 2021 are shown below:

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)
13 subsidiary companies (cont'd)

	HAC Enterprises Ltd £000	HAC Flank Companies' Ball Ltd £000	Pencelli Ltd £000
Fixed assets			
Tangible assets for own use	-	-	329
Shares in subsidiary (see above)	1	-	-
Total fixed assets	1	-	329
Current assets			
Stocks	6	-	-
Debtors	325	-	-
Other debtors and prepayments	1	-	-
Cash at bank and in hand	433	9	-
Total current assets	765	9	-
Creditors			
Trade creditors	37	-	-
Accruals and deferred income	159	-	-
Amounts owed to Company	569	8	29
Total creditors	765	8	29
Net current assets/(liabilities)	-	1	(29)
Net assets	1	1	300
Share capital of subsidiary	1	1	300

14. Debtors and prepayments

	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade debtors	404	326	77	310
Sundry debtors	48	61	40	35
Prepayments and accrued income	323	333	323	321
Taxation	5	23	5	23
Amounts owed by subsidiaries (note 13)	-	-	619	218
Total	780	743	1,064	907

NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 October 2021 (cont'd)

15. Creditors due within one year	Group		Charity	
	2021	2020	2021	2020
	£000	£000	£000	£000
Trade creditors	153	163	116	146
Accruals	169	169	166	167
Deferred income	235	253	84	98
Taxation	24	21	24	21
Other creditors	106	51	106	51
Total	687	657	496	483

Deferred income represents income in advance for events, accommodation, room and grounds hire, rent and subscriptions.

16. Pensions

The Company subscribes to a Group Personal Pension Scheme for those employees who have elected to join the scheme. The fund is administered on behalf of the employees by Aviva. Twenty-three employees have elected to join this scheme and the cost to the Company of contributions for the year to 31 October 2021 was £63k, of which £15k is related to two employees who earned above £60k per year.

One past employee (2020: One) is in receipt of a pension payable directly by the Company and which is unfunded. At 31 October 2021 the pensions in payment had an annual cost of £10k (2020: £10k). The Company estimated the value of the unfunded future pension obligation at 31 October 2021 as £63k (2020: £72k). An average inflation rate of 1.0% and a discount rate of 0.01% have been assumed in assessing this liability. The movement in the Pension Reserve (liability) was as follows:

	2021	2020
	£000	£000
Opening liability at 1 November 2020	72	86
Past service cost	(10)	(10)
Changes in demographic and financial assumptions	1	(4)
	<u>63</u>	<u>72</u>
Closing liability 31 October 2021	<u>63</u>	<u>72</u>

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)
17. Charitable Funds

a)Current period	1 November 2020	Income	Expenditure	Investment Gains/(Losses) & Transfers	31 October 2021
	£000	£000	£000	£000	£000
Unrestricted Funds:					
General Reserve	1,194	3,069	(2,435)	(147)	1,681
Designated Reserves	5,932	-	-	1,386	7,318
Fixed Asset Fund	50,477	-	(272)	(417)	49,788
Less: Pension Reserve liability	(72)	-	-	9	(63)
Total Unrestricted Funds	57,531	3,069	(2,707)	831	58,724
Restricted Funds:					
Benevolent Fund	2,944	98	(65)	814	3,791
Regimental Grants Fund	506	-	-	-	506
Light Cavalry	173	169	(172)	-	170
Pikemen & Musketeers	277	13	(21)	-	269
Other Restricted Funds	417	27	(39)	75	480
Total Restricted Funds	4,317	307	(297)	889	5,216
Endowment Funds					
Dugdale Bequest	119	4	(1)	57	179
Total Funds	61,967	3,380	(3,005)	1,777	64,119
b)Prior period	1 November 2019	Income	Expenditure	Investment Gains/(Losses) & Transfers	31 October 2020
	£000	£000	£000	£000	£000
Unrestricted Funds:					
General Reserves	1,532	3,227	(3,463)	(102)	1,194
Designated Reserves	6,281	-	-	(349)	5,932
Fixed Asset Fund	41,778	-	-	8,699	50,477
Less: Pension Reserve liability	(86)	-	-	14	(72)
Total Unrestricted Funds	49,505	3,227	(3,463)	8,262	57,531
Restricted Funds:					
Benevolent Fund	3,198	114	(53)	(315)	2,944
Regimental Grants Fund	542	1	(37)	-	506
Light Cavalry	170	170	(167)	-	173
Pikemen & Musketeers	304	32	(59)	-	277
Other Restricted Funds	430	7	(4)	(16)	417
Total Restricted Funds	4,644	324	(320)	(331)	4,317
Endowment Funds					
Dugdale Bequest	132	2	(3)	(12)	119
Total Funds	54,281	3,553	(3,786)	7,919	61,967

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

Unrestricted Funds:

Designated Reserves comprises:

Medium Term Reserve – This is the cash balance required to fund the Capital Expenditure for the next 5 years as set out in the Company's latest capital expenditure forecast and consistent with the latest 10 Year Business Plan. As at 31 October 2021 this reserve had a balance of £778k.

Long Term Reserve – This reserve has been established with a target of £10million for the future long term needs of the HAC Regiment which are for additional facilities and equipment. The reserve is held in a mix of cash, working capital, and equity investments. At 31 October 2021 this reserve had a balance of £6,540k.

Fixed Asset Fund – This has been set up to identify those funds that are not free funds. The value shown represents the net book value of tangible and intangible fixed assets, including property investments.

Restricted Funds:

Benevolent Fund – The value of this fund increased during the current year mainly due to investment gains. Dividends received have been reinvested. The Benevolent Fund Committee actively seeks potential applicants and members are invited to bring needy cases to the HAC Trustees' attention. Fund income currently derives from legacies, donations, bank interest on cash balances and dividend income from investments.

Regimental Grants Fund – The purpose of this fund is to provide recruiting and retention in the Regiment and can be spent on both capital and revenue expenditures. In reviewing the long-term requirements for this fund it has been agreed that the value of this fund is to be capped at £600k. The main source of income for this fund is from interest earned on bank deposits. The value of the fund is supplemented by the profit of HAC Flank Companies' Ball Ltd, which is Gift Aided to this fund.

Light Cavalry – The balance on this fund represents the asset value of the HAC Light Cavalry.

Pikemen & Musketeers – The balance on this fund represents the asset value of the Company of Pikemen & Musketeers.

Other Restricted Funds – The balances on these funds consist of the Gridley Will Trust, which is used by the Commanding Officer to fund annual prizes, and the Benton Bequest ('A' Battery Fund), used to support the cost of an annual dinner. Income for these other restricted funds derives from a combination of legacies, donations, dividends and bank interest.

Permanent Endowment Funds – The Dugdale Bequest is to be held in perpetuity, with only the annual income being used to maintain the equipment of the Company of Pikemen & Musketeers. £2k was distributed in the year (2020: £2k).

Honourable Artillery Company

Year ended 31 October 2021 (cont'd)

18.	Analysis of Group net assets between Funds – 2021	Tangible and Intangible Fixed Assets £000	Investments £000	Current Assets £000	Liabilities £000	Total 2021 £000
	Unrestricted Funds					
	General Reserve	-	1,659	676	(654)	1,681
	Designated Reserves	-	4,977	2,341	-	7,318
	Fixed Asset Fund	49,788	-	-	-	49,788
	Less: Pension Reserve liability	-	-	-	(63)	(63)
	Total Unrestricted Funds	49,788	6,636	3,017	(717)	58,724
	Restricted Funds					
	Benevolent Fund	-	3,745	62	-	3,807
	Regimental Grants Fund	-	-	506	-	506
	Light Cavalry	16	-	54	(31)	39
	Pikemen & Musketeers	-	-	272	(2)	270
	Other Restricted Funds	146	229	219	-	594
	Total Restricted Funds	162	3,974	1,113	(33)	5,216
	Endowment Funds					
	Dugdale Bequest	-	174	5	-	179
	Total Funds	49,950	10,784	4,135	(750)	64,119

During the year, in accordance with the Cash Management Policy approved by the Court, the cash resources of the Unrestricted and Restricted funds of the Company have continued to be operated as a single pooled-cash resource. At 31 October 2021 the amount owing to Restricted Funds by the Unrestricted Funds, was £765k (2020: £750k).

	Analysis of Group net assets between Funds – 2020	Tangible Fixed Assets £000	Investments £000	Current Assets £000	Liabilities £000	Total 2020 £000
	Unrestricted Funds					
	General Reserve	-	1,267	562	(635)	1,194
	Designated Reserves	-	3,682	2,250	-	5,932
	Fixed Asset Fund	50,477	-	-	-	50,477
	Less: Pension Reserve liability	-	-	-	(72)	(72)
	Total Unrestricted Funds	50,477	4,949	2,812	(707)	57,531
	Restricted Funds					
	Benevolent Fund	-	2,882	62	-	2,944
	Regimental Grants Fund	-	-	506	-	506
	Light Cavalry	13	-	182	(22)	173
	Pikemen & Musketeers	-	-	277	-	277
	Other Restricted Funds	143	156	118	-	417
	Total Restricted Funds	156	3,038	1,145	(22)	4,317
	Endowment Funds					
	Dugdale Bequest	-	119	-	-	119
	Total Funds	50,633	8,106	3,957	(729)	61,967

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

19. Payroll costs	2021	2020
	£000	£000
HAC salaries (excl. Er's NI, pensioners & contract staff)	706	913
HAC employer's National Insurance	71	82
HAC emoluments (excluding pensioners & contract staff)	777	995
HAC Job Retention Scheme payments received	(38)	(66)
Light Cavalry salaries (excl. Er's NI)	71	72
Light Cavalry employer's National Insurance	6	5
Light Cavalry emoluments	77	77
Light Cavalry Job Retention Scheme payments received	(9)	(7)
Pensions paid	10	10
Total Staff Costs	817	1,009
	2021	2020
	No.	No.
Average number of HAC employees (excl. contract staff and pensioners)	20	22
Average number of Light Cavalry employees	3	3
Average number of pensioners	1	1
Total Staff	24	26
Number of employees earning between £60k and £70k	1	1
Number of employees earning between £90k and £100k	1	-
Number of employees earning between £110k and £120k	-	1

The highest paid employee received employer pension scheme contributions of £9,451 (2020: £10,582).

The remuneration of the 7 (2020: 6) key management personnel totalled £424,255 (2020: £402,173). This includes employer pension contributions of £29,216 (2020: £21,711) and employer national insurance contributions of £41,444 (2020: £40,035).

HAC Emoluments in 2021 include £18,538 of redundancy payments (2020: £16,947)

20. Capital commitments

The company had capital commitments as at 31 October 2021 totalling £nil (2020: £nil).

The company is considering a request from the Regiment to provide additional storage space and facilities. This project, if approved, will span several years. Costs incurred to date amount to £446k (2020: £391k) by way of professional fees and has been written down to £nil with an additional Impairment Provision of £55k in the current year (2020: £34k) – see note 8.

NOTES TO THE FINANCIAL STATEMENTS
Year ended 31 October 2021 (cont'd)

21. The Court and related parties

The Members of the Court of Assistants are the Trustees of the Company. The Trustees were covered by indemnity insurance for the year ended 31 October 2021.

Two Trustees (2020: two), who served during the year, rent flats that are owned by the Company, one of which is subject to a regulated tenancy agreement, while the other is let at market rates.

No expenses were claimed by Trustees during the current year or previous years.

Fees totalling £1,744 (2020: £1,007) were charged to the Company by Major Charles Marment, a Trustee, for services as Secretary to the HAC Regimental Council.

The Commanding Officer of the Regiment, Lieutenant Colonel A G E Bate, who is also a Trustee of the Company, is provided with free accommodation and also has exclusive discretion over the application of the Active Unit Grant. The Active Unit Grant amounted to £0k for the year ended 31 October 2021 (2020: £90k).

No other remuneration or benefits were received by Trustees.

During the year there was £6k of general donations were received from the Trustees contributing to the purchase of a historic sword.