

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales · Charity number 528784

Details

Other names ASHORNE HILL

Status Registered

Legal form Charitable company

Company number [00889791](#)

Registered 1967-01-27

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

Contact

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Leamington Spa
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Activities

Objects: THE ADVANCEMENT OF EDUCATION AND LEARNING AND, WITHOUT PREJUDICE TO THE GENERALITY OF THE FORGOING, IN PARTICULAR THE RAISING OF THE STANDARDS OF MANAGEMENT SKILLS AND TECHNIQUES IN THE IRON AND STEEL INDUSTRY AND ASSOCIATED AND ANCILLARY INDUSTRIES BY THE ORGANISATION AND CONDUCT AT ASHORNE HILL AND ELSEWHERE OF A COLLEGE FOR MANAGEMENT EDUCATION AND TRAINING.

Activities: The advancement of education and learning, in particular, the raising of standards of management and leadership skills across all sectors

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Other Defined Groups

Geography

- Warwickshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,801,784	£7,501,057	£6,461,233	103
2024-03-31	£6,898,295	£6,677,511	£6,160,506	96
2023-03-31	£5,184,491	£4,989,875	£5,939,722	82
2022-03-31	£2,798,276	£3,379,013	£5,745,106	60
2021-03-31	£1,523,325	£2,904,043	£6,325,843	66

Trustees

Name	Role	Appointed
David Williams	Chair	2020-10-06
Edmund Jonathan West		2021-06-29
Kathryn Doody		2026-04-08
Mandy Jennings		2021-03-09
Mark Wilson		2023-11-10
Peram Dhillon		2022-10-24

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales - Charity number 528784

Accounts



Ashorne Hill Management College
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2025

Company number 00889791
Charity number 528784

**Ashorne Hill Management College
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2025**

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Trustees' Annual Report for the Year Ended 31 March 2025

The Trustees present their report and audited financial statements for the year ended 31 March 2025.

1. Reference and Administrative Information

Charity Name:	Ashorne Hill Management College ("AHMC", "the College")
Charity registration number:	528784
Company registration number:	00889791
Registered Office and Operational address	Ashorne Hill Leamington Spa Warwickshire CV33 9QW

2. Structure and Governance

The College is registered as a company limited by guarantee and is governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission.

As defined by the College's memorandum & articles of association, the members of the College are the Trustees of AHMC and such other persons or organisations as appointed by the Trustees. In the event of being wound up, every member of the College undertakes to contribute £1,000 for the payment of the debts and liabilities of the College.

The following persons acted as Trustees, Members and Key Management Personnel (see note 6i) during the financial year:

Mr D Williams (Chair)	Jaguar Land Rover
Ms A Chick	Jaguar Land Rover
Mr M Wilson	Jaguar Land Rover
Mr P Dhillon	Jaguar Land Rover
Mr AS Isherwood	Institute of Student Employers
Mrs M Jennings	Venues of Excellence
Mr EJ West	AHMC
Ms C Barber	Kigo Consulting (appointed 8 th May 2024)

The following person acted as Company Secretary during the financial year:
Mr C Hodgson AHMC

3. Relevant Organisations

Auditors – Dains Audit Limited, 2 Chamberlain Square, Birmingham B3 3AX
Bankers - NatWest Bank Plc, 59 The Parade, Leamington Spa CV32 4BA
Solicitors - Wright Hassall LLP, Olympus Avenue, Leamington Spa CV34 6BF

4. Aim and Objectives

Purpose of the Charity

The purpose of the College is set out in the objects contained in the charitable company's memorandum of association. In brief this is the advancement of education and learning and in particular the raising of the standards of management and leadership skills across all sectors.

Aim

The aim of the College is to be a management and leadership training provider of excellence by developing solutions to fulfil customers' training requirements. Expertise is offered in the fields of leadership, graduate development and management development through a complement of trainers and associates.

Charitable Activities and Public Benefit

The Trustees have considered this matter, in conjunction with the guidance contained in the Charity Commission's general guidance on public benefit, and have concluded that:

1. The aims of the organisation continue to be charitable;
2. The benefits are for the public, and are not unreasonably restricted in any way and certainly not by ability to pay; and
3. There is no detriment or harm arising from the aims or activities.

In accordance with the aim, the College provides management training across all business sectors. The training, whilst focussed at management level, is available through dedicated company programmes. Enhancing management skills clearly benefits both the individual and company with an added positive impact on the British economy. This provides personal development and, through work related assignments and feedback to line managers and HR Directors, organisational development is embedded post delivery. Delegates benefit from learning within a diverse community and AHMC promotes diversity on training courses to share and learn from a wide range of experiences.

Training is also provided through the Conference Centre facilities; and this is a viable service provision in its own right. The facilities are booked at prices which are comparable with other similar centres and are available for public and charitable use.

The reserves of the charity are invested in improving the Grade 2* listed premises and the facilities available with the objective of delivering an enhanced training environment to generate future training revenues. The public, in the guise of training and conference participants as well as visitors, continues to enjoy the facilities on offer.

As a charity the general public have the assurance that all the income of the College must be applied for educational purposes. As an educational charity AHMC enjoys tax exemption on educational activities and investment income and gains as these are applied to the charitable aims. As a charity the College is also entitled to an 80% reduction on business rates. The financial benefits received from these tax exemptions are all applied for educational purposes.

Environmental and Safety Responsibilities

In addition to the Charitable Activities, the College maintains health and safety as a top priority by investing significantly in both a safety management system and the training and development of staff. A Health & Safety Committee is in place to ensure a year on year improvement in cultural behaviour and attitude to working safely. This committee of employees hold regular meetings to discuss H&S issues. Planned audits of the site, its facilities and activities, are undertaken with a report to the AMC, to ensure any necessary action is taken.

The College continues to develop its environmental policy. Waste management has been improved dramatically with much of the waste being recycled; the objective being to reduce the carbon footprint. Agreements currently in place cover the recycling of paper, cardboard, printer cartridges, glass, electric light bulbs and electrical hardware.

5. Management

The Board of Trustees

In order to match best practice guidance on good governance and to ensure all Trustees are active and fully involved in the running of the College, the number of Trustees is limited to 12. The composition of the Board of Trustees is designed to provide a mix of commercial and educational expertise to ensure that the charitable objects of the organisation are achieved. All Trustees give of their time freely and no remuneration is paid for their services as a Trustee.

The Trustees meet at least twice a year, receiving reports from a Commercial and Strategy Committee and a Finance and Audit Committee.

As the Trustees of the College, the Board is composed of not more than six Trustees nominated and appointed by Jaguar Land Rover Limited. Six additional Trustees are appointed by reason of their academic standing or commercial experience.

Trustee Induction and Training

Current Trustees identify suitable candidates who are invited to serve as Trustees. Potential candidates are appointed with a view to their professional competence and experience across a variety of sectors and across the training and conference industries.

New Trustees are offered a presentation about the history of the College, its aims and objectives. They are also provided with copies of the memorandum and articles of association, latest accounts, recent minutes and suitable Charity Commission guidance. On going training is also provided to ensure trustees are up-to-date with regard to their duties as trustees. This training includes, but is not limited to, updates with regard: the College's purpose and benefit to the public; the College's rules; what's best for the College and who it helps, and; the strategic, financial and operational risks to the College.

Sub Committees

The **Finance and Audit Committee** meets twice a year, the main duties of which are:

- To approve the annual accounts and trustees report for submission to the Trustees and members.

- To consider issues raised by the auditor.
- To monitor progress against financial targets in the annual plan.
- Ensure the integrity of financial systems.

The composition of the Finance & Audit Committee is P Dhillon and J West with C Hodgson in attendance.

The **Commercial and Strategy Committee** also meets twice a year. The main duties of the Committee are:

- To review the progress made in achieving the Trustees' strategy.
- To consider business development activity, the College's operating environment and trends in the customer base.
- Consider how the objectives may be achieved in future years.

The composition of the Commercial and Strategy Committee is J West, A Chick, C Barber, M Jennings and S Isherwood.

Key Management Personnel and Business Management Team

The Trustees delegate day-to-day control of the College to the Managing Director, J West, who is noted, alongside the Trustees, as the Key Management Personnel. Trustees receive no remuneration in respect of their duties as Trustees. The Managing Director is a seconded employee of Jaguar Land Rover. Salary, pension and national insurance contributions for the Managing Director are governed and settled by Jaguar Land Rover.

The Managing Director is formally advised by the Ashorne Management Committee (AMC). The team consists of professional managers of the training, conference, support and finance functions and meets formally each month to review performance, future plans, prospects and resources.

Multi-disciplinary teams, usually led by AMC members, are appointed to progress specific objectives approved by the Trustees.

Related Parties and Dependency

The College is governed by Trustees (who also act as Members of the College) up to 6 of whom are appointed by Jaguar Land Rover Limited which is part of the Tata Group of companies.

The College has no material dependency upon free services or other intangible income.

A trading subsidiary, Ashorne Hill (Trading) Limited, has been established to transact non-charitable business and gift aid profits back to the College.

6. Strategic Report

Risk Management

A Risk Register of the major risks to which the College is exposed is in place and is formally reviewed and amended annually. Systems and procedures are in place to mitigate risks and the progress against actions reviewed quarterly.

The principal risks to the College have been identified as: Governance, with respect to trustee conflicts of interest; Operational, in terms of competition and fire, and; Financial, being the risk of over-dependence on single income sources. These risks are managed through Trustees fully declaring conflicts of interest on an annual basis, management analysis and benchmarking of competitors, annual reviews of fire protection systems, controls and processes, and a strategic plan to diversify the College customer base.

In addition, the impact on the College due to regulatory changes is constantly reviewed both internally and by external specialists. Internal control risks are also minimised by the implementation of procedures for authorisation of all transactions and projects and the policies of the Quality Management System. Procedures are in place to ensure compliance with regulations. These procedures and policies are periodically reviewed to ensure that they continue to meet requirements.

Response to Need

Most of the training provision is developed at the specific request of the client. The training provided covers all levels of management from team leaders and new graduates to middle and senior management.

Close liaison with clients along with a well-managed feedback system is in place and is used to gauge satisfaction of the delivery/content of training and the learning environment. All feedback is channelled into regular reviews and actioned through the knowledge management and the facilities databases. All accepted changes then form the basis for future training programmes, service provision and facility enhancements.

Funding of Activities

Activities are funded by the charges made to clients for the provision of training, conferencing facilities and associated services. Additional income is earned from interest on bank deposits, rents from properties not currently used for training purposes and from recharges for telephone and other services provided for delegates. During the period ending 31 March 2023, income was generated from the following sources:

	2024-25		2023-24	
	£000	%	£000	%
Fees earned	7,515	96%	6,657	97%
Trading Subsidiary (Gift Aid)	204	3%	160	2%
Rents and Sundry Income	58	<1%	44	<1%
Investment Income	25	<1%	37	<1%
	-----		-----	
Total Income	7,802		6,898	
	-----		-----	

Fund Raising

The College does not engage in fund raising activities.

7. Financial Review

In 2024-25 the College had a cash inflow from operating activities of £1,458,751 (2023-24: £497,730) from total income of £7,801,784 (2023-24: £6,898,295). After capital expenditure of £724,775 the College had an inflow of cash of £759,155 (2023-24: outflow of £585,813) and increase in funds of £300,727 (2023-24: £220,784). This has increased total funds to £6,461,233 at 31 March 2025 (£6,160,506 at 31 March 2024).

Cash balances at 31 March 2025 were £2,072,220 (31 March 2024: £1,313,065).

Assets

The College's main assets include the leasehold land and buildings at Ashorne Hill and the fittings and equipment necessary to achieve the provision of education and training.

There have been no revaluations of fixed assets during the year and the Trustees are satisfied that the asset values are reasonably reflected in the balance sheet and that the rates of depreciation used are appropriate to reflect the diminution in value during the year.

Reserves

The Group's reserves total £6,461,233 of which £5,438,841 is held as fixed assets (of which £114,300 is held as restricted reserves). After deduction of designated funds of £1,461,950, this leaves the balance of free reserves as £nil.

As a residential training college within a Grade II* listed building AHMC incurs a high level of fixed costs in maintaining the fabric and condition of the facility. In the event of significantly adverse business conditions, the Trustees consider it prudent to hold minimum free reserves of £600,000, being approximately three months of overhead costs. Any free reserves held in excess of this minimum are retained to support the charity in times of financial uncertainty.

The Trustees confirm that the Charity will work to rebuild free reserves, and review funds that have been designated, in order to meet the minimum free reserves target of £600,000.

Subsidiary Company

In January 2005 a trading subsidiary, Ashorne Hill (Trading) Limited, was established to transact non-charitable business and gift aid profits back. The trading results of the subsidiary have been consolidated in the overall result of the Charity.

During the year, the subsidiary's turnover amounted to £203,843 (2023-24: £160,249). After administration charges and other costs, a surplus of £177,163 (2023-24: £138,454) was recorded by the subsidiary. An amount of £177,163 (2023-24: £138,454) has been returned to the Charity under Gift Aid arrangements in June 2025.

Investment Powers and Authorities

Under the Memorandum of Association the College has the power to invest sums not immediately required for its purposes in such investments, securities or property as may be thought fit to fulfil its stated objectives, subject to any provisions or constraints imposed by law.

8. Plans for Future Periods

All effort is now focussed on rebuilding the Learning faculty, venue operations and business development to bring the College back to pre-COVID-19 operating levels and beyond. To this end a 5-year plan has been developed for the period 2023 to 2028.

9. Trustees' Responsibilities for the Financial Statements

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable

them to ensure that the financial statements comply with the Companies Act 2006 and also responsible for ensuring that the assets are properly applied in accordance with Charity Law. They are also responsible for safeguarding the assets of the charitable company and the

group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

10. Statement on Disclosure of Information to the Auditors

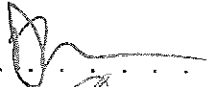
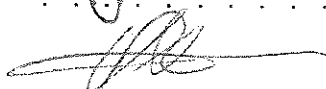
So far as each Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware.

Each Trustee has taken all the steps (such as making enquiries of other Trustees and the auditors and any other steps required by the Trustee's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Trustee in order to make himself aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

11. Auditor

A resolution to reappoint Dains Audit Ltd as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

	Trustee D. WILLIAMS	Date	23/7/2025
	Trustee P. DILLON	Date	23/7/2025

Independent Auditors' Report to the Members of Ashorne Hill Management College

Opinion

We have audited the financial statements of Ashorne Hill Management College (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025, which comprise the Consolidated Statement of Financial Activities, the Consolidated & Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Council's Ethical Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the Trustees (who are also the directors of the group and the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Our 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 senior statutory auditor 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 the parent charitable company through discussions with Trustees and other management, and from our commercial knowledge and experience of the charity sector;
- 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 the parent charitable company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team

remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group's and the parent charitable company's 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, their 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 relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the group's and the parent charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the group's and the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's and the parent charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the parent charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Gurney FCCA (Senior Statutory Auditor)

for and on behalf of
Dains Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham
Date: 28 July 2025

**Consolidated Statement of Financial Activities (Incorporating
the Income & Expenditure Account)
For the year to 31st March 2025**

Ashorne Hill Management College
Registered No. 00889791


	Notes	Unrestricted Funds Year ended 31 March 2025	Restricted Funds Year ended 31 March 2025	Total Funds Year ended 31 March 2025	Total Funds Year ended 31 March 2024
		£	£	£	£
<u>Income from:</u>	1(e)				
Charitable activities	2	7,514,306	-	7,514,306	6,657,355
Other trading activities		262,299	-	262,299	203,601
Investments		25,179	-	25,179	37,339
Total income		7,801,784	-	7,801,784	6,898,295
<u>Expenditure on:</u>	1(f)				
Charitable Activities	3	7,058,882	3,745	7,062,627	6,279,964
Raising funds	3	54,698	-	54,698	49,915
Other	4	381,634	-	381,634	334,818
Loss on disposal of fixed assets		2,098	-	2,098	12,814
Total expenditure		7,497,312	3,745	7,501,057	6,677,511
Net income / (expenditure) for the year		304,472	(3,745)	300,727	220,784
Net movement in funds		304,472	(3,745)	300,727	220,784
Total funds brought forward at 1 April		6,042,461	118,045	6,160,506	5,939,722
Total funds carried forward at 31 March		6,346,933	114,300	6,461,233	6,160,506

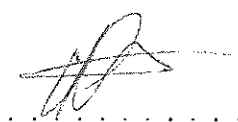
The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

Consolidated & Charity Balance Sheets at 31 March 2025
Ashorne Hill Management College
 Registered No. 00889791

	Notes	Group 31 March 2025 £	Charity 31 March 2025 £	Group 31 March 2024 £	Charity 31 March 2024 £
Fixed Assets					
Tangible Fixed Assets	10	5,438,841	5,438,841	5,285,806	5,285,806
Investments					
Shares in Ashorne Hill (Trading) Ltd		-	2	-	2
Current Assets					
Stocks	11	41,142	41,142	40,110	40,110
Debtors	12	1,275,126	1,275,126	1,567,229	1,567,229
Cash at bank and in hand		2,072,220	2,072,218	1,313,065	1,313,063
		<u>3,388,488</u>	<u>3,388,486</u>	<u>2,920,404</u>	<u>2,920,402</u>
Liabilities: amounts falling due within one year	13	<u>(1,329,127)</u>	<u>(1,329,127)</u>	<u>(986,688)</u>	<u>(986,688)</u>
Net Current Assets		<u>1,933,716</u>	<u>1,933,714</u>	<u>1,933,716</u>	<u>1,933,714</u>
Liabilities: amounts falling due in more than one year	13	<u>(1,036,969)</u>	<u>(1,036,969)</u>	<u>(1,059,016)</u>	<u>(1,059,016)</u>
Total Assets less Liabilities		<u>6,461,233</u>	<u>6,461,233</u>	<u>6,160,506</u>	<u>6,160,506</u>
Funds					
Unrestricted Funds	15	6,346,933	6,346,933	6,042,461	6,042,461
Restricted Funds	15	114,300	114,300	118,045	118,045
Total Charity Funds		<u>6,461,233</u>	<u>6,461,233</u>	<u>6,160,506</u>	<u>6,160,506</u>

Approved & authorised for issue by the Board of Trustees and signed on its behalf:


 D. WILLIAMS
 Trustee


 P. DILLON
 Trustee

 Date 23rd July 2025

The notes on pages 15 to 28 form part of these financial statements.

Consolidated Statement of Cashflows for the year ended 31 March 2025
Ashorne Hill Management College
Registered No. 00889791

	Notes	£	Year to 31 March 2025 £	Year to 31 March 2024 £
Cashflows from operating activities				
Cash increase from operations	(i)		1,458,751	497,730
Net cash inflow provided by operating activities			1,458,751	497,730
Cashflows from investing activities				
Interest received		25,179	37,339	
Payments to acquire tangible fixed assets		(724,775)	(1,120,882)	
Net cash used in investing activities			(699,596)	(1,083,543)
Change in cash and cash equivalents in the reporting period			759,155	(585,813)

Analysis of cash and cash equivalents

Cash and cash equivalents at the beginning of the reporting period	1,313,065	1,898,878
Cash and cash equivalents at the end of the reporting period	2,072,220	1,313,065

Notes to Statement of Cashflows

	Year to 31 March 2025 £	Year to 31 March 2024 £
(i) <u>Reconciliation of net income / (expenditure) to net cashflow from operating activities</u>		
Net income	300,727	220,784
Interest receivable	(25,179)	(37,339)
Depreciation charges	569,641	495,094
Loss on disposal of fixed assets	2,098	12,814
(Increase) / decrease in stocks	(1,032)	14,962
Decrease / (increase) in debtors	292,103	(502,961)
Increase in creditors	320,393	294,376
Cash increase from operations	1,458,751	497,730

Ashorne Hill Management College**Year Ended 31 March 2025****Notes to the Financial Statements****1. Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) issued on 16 July 2014 and FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 £.

Ashorne Hill Management College meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going Concern

Stress testing of the College's operations and financial forecasts until Autumn 2026 has been carried out. This stress testing has satisfied the Trustees that the College is able to deal with the impact of unforeseen circumstances, by means of a combination of mitigation strategies and the utilisation, if necessary, of its financial reserves. On this basis, the Trustees are happy that the Charity is a going concern for a period of at least 12 months from the date of approval of these financial statements.

(c) Consolidation

The consolidated statement of financial activities, balance sheet and statement of cashflows include the charity and its trading subsidiary. The consolidation is prepared on a line-by-line basis. The trading subsidiary was established to transact non-charitable business and gift aid profits back to the Charity. Refer to Notes 12 for amounts owed to the Charity by the Trading Subsidiary. Refer to Note 19 for the financial summary of the trading subsidiary.

A separate statement of financial activities (SOFA) for the charity is not presented because it has taken advantage of the available exemption under Section 408 of the Companies Act 2006. The profit dealt within the financial statements of the parent company was £123,564 (2023-24: £138,454).

(d) Income and Expenditure Account

The Statement of Financial Activities on page 12 discloses the identical information as that of the Income and Expenditure account and as such no Income and Expenditure account has been prepared.

1. Accounting Policies (continued)

(e) Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Designated funds include a building reserve and a development fund (refer to Note 16).
- Restricted funds relate to donations and grants held for specific defined uses.

(f) Income

Income includes income from Training Courses and Training and Conference facilities excluding VAT. All income is included in the Statement of Financial Activities when receivable, i.e. when the course or event to which they relate takes place. Included in Course Income are course development funds that may be received from time to time. All income is generated from activities within the UK.

The income relating to courses or events invoiced in advance of the course or event taking place is treated as deferred income, credit for which is only taken during the accounting period in which that income is earned.

Other trading activities of £262,299 (2023-24: £203,601) include Rental and Sundry Income of £58,457 (2023-24: £43,352) and income generated by the Trading Subsidiary of £203,842 (2023-24: £160,249).

(g) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. It is analysed on an actual basis over categories consistent with the Charity's operating activities, using the following methods.

i. Fundraising costs

Expenditure incurred in the provision of facilities which are sublet or otherwise used to generate income from the subsidiary's trading activities and rents. Costs include rent payable, utility services, maintenance, administration cost allowances and depreciation.

ii. Charitable activities cost

This comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It is analysed into the following categories:

Training Courses - Expenditure incurred in the preparation and provision of residential and off-site courses, including training consultant emoluments, associate fees, direct and indirect overheads, administration and depreciation.

Training and Conference Facilities - Expenditure incurred in support of AHMC facilities including catering, housekeeping, front of house, information technology, maintenance of buildings, grounds and equipment, administration and depreciation.

1. Accounting Policies (continued)

iii. **Support Costs**

Support costs include central functions and governance costs. All costs are allocated between the expenditure categories of the SOFA on the basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor area, per capita or estimated usage as set out in Note 3.

iv. **Exceptional Items**

The Group classifies certain one-off charges or credits that have a material impact on the Group's financial results as exceptional items. These are disclosed separately to provide further understanding of the financial performance of the Group.

(h) **Fixed Assets**

Fixed assets (excluding stocks and investments) are stated at cost less accumulated depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost or re-valued amounts of each asset in equal instalments over its expected useful life. Long Leasehold life, comprising structural improvements to buildings, has been reassessed to be until 28th September 2067, being the remainder of the lease (see note 1(o)). The other effective lives and rates of depreciation are as follows:

	<u>Depreciation Period</u>
Fixtures, fittings, tools & equipment, lift, car park	3 -15 years
Telecommunications equipment	3 - 4 years
Motor Vehicles	4 – 10 years
Computer equipment	3 - 4 years

The Charity does not capitalise assets costing less than £250. Where there is some indication that the recoverable amount of a functional fixed asset is below its net book value an impairment review would be carried out, where possible on individual assets. A fixed asset is recognised for leasing agreements that transfer to the Charity substantially all the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

(i) **Stocks**

Stocks are shown at the lower of cost and net realisable value. These include catering supplies and fuel oil.

(j) **Investments**

The investment held as fixed assets is the value of the shares held in the subsidiary, Ashorne Hill (Trading) Limited. This is included in the financial statements at cost.

(k) **Major Maintenance**

Major repairs and renewals to the leasehold property are charged to the statement of financial activities in the year in which the charges arise.

1. Accounting Policies (continued)

(l) Pensions

The College made contributions on behalf of employees into an Aviva personal pension scheme operated on a defined contribution basis. Contributions to the Group's defined contribution pension scheme are charged to the statement of financial activities in the year in which they become payable.

(l) Leases

i. Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

ii. Finance leases – the charity as lessee

An asset and corresponding liability are recognised for leasing agreements that transfer to the Charity substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

(m) Financial Instruments

The Group only has financial assets and liabilities of a kind that qualify as basic financial instruments and are not considered to be of financial nature. Such financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors - Trade debtors and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash at bank and in hand - Cash at bank and in hand includes cash and monies on short term deposits at the bank, other short-term liquid investments with original maturities of three months or less.

Creditors - Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1. Accounting Policies (continued)

(n) Employee benefits (continued)

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

(o) Critical accounting estimates and areas of judgement

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

In categorising leases as finance leases or operating leases, management makes judgements as to whether significant risks and rewards of ownership have transferred to the Company as lessee, or the lessee, where the Company is a lessor.

(p) Legal status of the charitable company

Ashorne Hill Management College is a charitable company and is also registered as a charity at the Charity Commission in England and Wales. The charitable company is limited by guarantee and as such has no issued share capital. The liability of its members in the event of the company being wound up is limited to £1,000.

The registered office and principal place of business is Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW. The group consists of Ashorne Hill Management College and its one subsidiary, Ashorne Hill (Trading) Ltd. The group's principal objective is the advancement of education and learning, in particular the raising of the standards of management and leadership skills, across all sectors.

(q) Government grants

The Coronavirus Job Retention Scheme Income is accounted for under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the consolidated statement of financial activities in the same period as the related expenditure.

2. Charitable Activities

	Unrestricted £	2024-25 Total £	2023-24 Total £
Training Courses	3,450,538	3,450,538	2,545,376
Training & Conference Facilities	4,063,768	4,063,768	4,111,979
	-----	-----	-----
Total Income from Charitable Activities	7,514,306	7,514,306	6,657,355
	-----	-----	-----

3. Expenditure

	Basis of Allocation	Unrestricted Funds			Restricted Funds	2024-25 Total	2023-24 Total
		Cost of Generating Funds	Training Courses	Conference Facilities	Conference Facilities		
		£	£	£		£	
Costs directly allocated to activities							
Training	Direct	-	1,458,904	-		1,458,904	1,095,821
Conferencing	Direct	-	-	2,609,876		2,609,876	2,622,363
		-	-	-		-	-
Costs allocated to activities							
		-	-	-		-	-
General office/admin staff		5,441	269,312	269,312		544,065	465,556
Office costs		1,222	60,499	60,499		122,220	112,438
Residences		15,408	-	-		15,408	14,140
Rent		1,855	2,188	38,360		42,403	37,202
Depreciation	Usage Floor Area	11,393	56,964	497,539	3,745	569,641	495,094
Legal & Professional	Area	1,459	72,196	72,196		145,851	128,517
Utilities	Usage	13,559	15,968	280,098		309,625	304,736
Business Development	Turnover	4,188	207,281	207,281		418,750	369,087
Operations Planning	Floor Area	-	-	268,049		268,049	233,899
Estates Maintenance	Staff Time	-	32,106	563,176		595,282	436,676
Governance	Staff Time	173	8,539	8,539		17,251	14,350
Totals		54,698	2,183,957	4,874,925	3,745	7,117,325	6,329,879

4. Other expenditure

	2024-25	2023-24
	£	£
Finance lease interest payable	381,634	334,818

5. Net income for the Year

This is stated after charging:	2024-25	2023-24
	£	£
Depreciation on owned assets	568,406	493,859
Depreciation on leased assets	1,235	1,235
Auditors' remuneration - Audit services	15,670	14,350
- Other	2,775	2,545

Charges for audit services of £15,670 are split as £12,150 for the Charity and £3,520 for Ashorne Hill (Trading) Ltd. Other services provided by Dains Audit Limited relate to accounts preparation and Corporation Tax compliance services for Ashorne Hill (Trading) Ltd.

6. Staff Costs and Numbers

The total staff costs of the Group comprised:

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Salaries and wages (i)	3,137,352	2,606,377
Employer's NI costs	299,171	232,549
Pension costs	204,134	158,616
	-----	-----
	3,640,657	2,997,542
	-----	-----

Employees whose emoluments exceeded the annual rate of £60,000 during the period were as follows:

	Year ended 31 March 2025	Year ended 31 March 2024
	Number	Number
£60,001 to £70,000	1	1
£70,001 to £80,000	3	2

Pension costs for these employees in the period were £20,890 (2023-24: £18,746).

The average number of persons employed during the year was:

	Year ended 31 March 2025	Year ended 31 March 2024
	Number	Number
Training Consultants	8	5
Other full-time employees	71	64
Other part-time employees	24	27
	---	---
	103	96
	---	---

i) The trading subsidiary employs no staff.

Key management remuneration

The key management personnel of the parent charitable company comprise the Trustees and Mr EJ West, the Managing Director, being those responsible for the day-to-day running of the charity. The total employee benefits for key management personnel of the charitable company and group was £nil (2023-24: £nil). This amount is normally a recharge from Jaguar Land Rover of salary, pension and national insurance contributions for the Managing Director. This recharge has been waived by Jaguar Land Rover in the current and comparative periods. Reimbursement of Charity expenses totalling £nil were made in the year (2023-24: £nil). The other Trustees received no remuneration in respect of their duties as Trustees.

7. Trustee Remuneration

The Charity paid no remuneration to Trustees in respect of their duties as Trustees during the year. No retirement benefits are accruing to the Trustees under a pension scheme in respect of qualifying service. During the period £nil (2023-24 - £nil) charity expenses were reimbursed to any Trustee.

8. Related Party Transactions

Several of the Charity's Trustees are also directors or senior managers of Jaguar Land Rover Ltd, Tata Steel Europe Ltd (both part of the Tata group of companies) or Venues of Excellence. During the year the following business was transacted with those entities and Ashorne Hill (Trading) (company registration No: 05335543):

	2024-25 Transactions £	Balance at 31 March 2025 £	2023-24 Transactions £	Balance at 31 March 2024 £
Charges to Ashorne Hill (Trading) for services	20,384	-	16,025	-
Charges to Jaguar Land Rover for courses and services	3,516,575	337,863	3,185,075	872,071
Charges to other Tata Group companies for courses and services	17,306	8,915	51,455	28,602
Charges to Venues of Excellence for courses and services	613	736		
Services supplied by Jaguar Land Rover	488,541	-	372,020	24,000
Services supplied by Venues of Excellence	5,802	-	9,193	-

9. Taxation

As a charity AHMC is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its chargeable objects. No income tax charges have arisen in the Charity. The College is registered for VAT.

10. Tangible Fixed Assets

Group and Charity	Total	Long Leasehold Property	Fixtures, Fittings & Equipment	Motor Vehicles
Cost	£	£	£	£
At 1 April 2024	12,772,765	6,596,046	6,116,553	60,166
Additions	724,775	-	724,775	-
Disposals	(219,505)	(8,581)	(210,924)	-
At 31 March 2025	<u>13,278,035</u>	<u>6,587,465</u>	<u>6,630,404</u>	<u>60,166</u>
Accumulated Depreciation				
At 1 April 2024	7,486,959	2,898,548	4,540,187	48,224
Charge for year	569,641	90,437	473,605	5,599
Disposals	(217,406)	(8,581)	(208,825)	-
At 31 March 2025	<u>7,839,194</u>	<u>2,980,404</u>	<u>4,804,967</u>	<u>53,823</u>
Net Book Value				
At 31 March 2025	<u>5,438,841</u>	<u>3,607,061</u>	<u>1,825,437</u>	<u>6,343</u>
At 1 April 2024	<u>5,285,806</u>	<u>3,697,498</u>	<u>1,576,366</u>	<u>11,942</u>

The net book value of leased assets are £52,497 (2024: £53,732).

11. Stocks

Group and Charity	31 March 2025	31 March 2024
	£	£
Fuel	19,412	20,444
Catering Supplies	21,730	19,666
	<u>41,142</u>	<u>40,110</u>

12. Debtors

	31 Mar 2025 Group £	31 Mar 2025 Charity £	31 Mar 2024 Group £	31 Mar 2024 Charity £
Trade Debtors	1,018,688	1,018,688	1,192,468	1,192,468
Prepayments & Accrued Income	256,138	256,138	373,594	373,594
Other amounts owed	300	300	1,167	1,167
	<u>1,275,126</u>	<u>1,275,126</u>	<u>1,567,229</u>	<u>1,567,229</u>

All amounts shown within debtors fall due for payment within one year.

13. Creditors: Amounts Falling Due within One Year

	31 Mar 2025 Group £	31 Mar 2025 Charity £	31 Mar 2024 Group £	31 Mar 2024 Charity £
Trade Creditors	278,683	278,683	213,923	213,923
Accruals	625,673	625,673	469,356	469,356
Deferred income	37,660	37,660	83,978	83,978
Other taxes & social security	387,111	387,111	219,431	219,431
	<u>1,329,127</u>	<u>1,329,127</u>	<u>986,688</u>	<u>986,688</u>

Deferred income at 31 March 2025 includes: training fees billed in advance of £17,966 (2024: £65,558), deposits for future events of £15,890 (2024: £14,742) and other charges billed in advance of £3,804 (2024: £3,678).

<i>Deferred income – Group & Charity</i>	2024-25 £	2023-24 £
Balance at 1 April	83,978	2,429
Amount released	(83,978)	(2,429)
Amount deferred	37,660	83,978
Balance at 31 March	<u>37,660</u>	<u>83,978</u>

Creditors: Amounts Falling Due after more than One Year

	31 Mar 2025 Group £	31 Mar 2025 Charity £	31 Mar 2024 Group £	31 Mar 2024 Charity £
Finance lease creditor	122,083	122,083	122,083	122,083
Deferred rent accrual	914,886	914,886	936,933	936,933
	<u>1,036,969</u>	<u>1,036,969</u>	<u>1,059,016</u>	<u>1,059,016</u>

13. Creditors: Amounts Falling Due within One Year (continued)

Finance lease

Obligations under a finance lease are secured by the related assets and bear finance charges at a rate of 312.1% per annum (2023-24: 312.1% per annum).

	2024-25	2023-24
	£	£
The total future minimum lease payments are payable:		
Less than one year	381,635	381,635
Between one and five years	1,526,540	1,526,540
After five years	14,120,495	14,502,130
	-----	-----
	16,028,670	16,410,305
Less: Future finance charges	(15,906,587)	(16,288,242)
	-----	-----
	122,083	122,083
	-----	-----

Finance lease payments represent rentals payable by the College for buildings. The lease does not include purchase options at the end of the lease period, and assets must only be used in furtherance of the Charity's objects. The lease expires on 28th September 2067.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets. The net book value of secured assets is disclosed in note 10.

14. Analysis of Net Assets Between Funds

Group at 31 March 2025	General	Building	Development	Restricted	Total
£	Funds	Reserve	Fund	Capital	Funds
				Fund	
Fixed Assets & Investments	5,324,541	-	-	114,300	5,438,841
Current Assets	1,926,538	1,300,000	161,950	-	3,388,488
Current Liabilities	(1,329,127)	-	-	-	(1,329,127)
Long-term Liabilities	(1,036,969)	-	-	-	(1,036,969)
	-----	-----	-----	-----	-----
At 31 March 2025	4,884,983	1,300,000	161,950	114,300	6,461,233
	-----	-----	-----	-----	-----
Group at 31 March 2024	General	Building	Development	Restricted	Total
£	Funds	Reserve	Fund	Capital	Funds
				Fund	
Fixed Assets & Investments	5,167,761	-	-	118,045	5,285,806
Current Assets	1,458,454	1,300,000	161,950	-	2,920,404
Current Liabilities	(986,688)	-	-	-	(986,688)
Long-term Liabilities	(1,059,016)	-	-	-	(1,059,016)
	-----	-----	-----	-----	-----
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
	-----	-----	-----	-----	-----

14. Analysis of Net Assets Between Funds (continued)

Company at 31 March 2025					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	5,324,543	-	-	114,300	5,438,843
Current Assets	1,926,536	1,300,000	161,950	-	3,388,486
Current Liabilities	(1,329,127)	-	-	-	(1,329,127)
Long-term Liabilities	(1,036,969)	-	-	-	(1,036,969)
At 31 March 2025	4,884,983	1,300,000	161,950	114,300	6,461,233
Company at 31 March 2024					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	5,167,763	-	-	118,045	5,285,808
Current Assets	1,458,452	1,300,000	161,950	-	2,920,402
Current Liabilities	(986,688)	-	-	-	(986,688)
Long-term Liabilities	(1,059,016)	-	-	-	(1,059,016)
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506

15. Movements in Funds

Group	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
Income	7,801,784	-	-	-	7,801,784
Expenditure	(7,497,312)	-	-	(3,745)	(7,501,057)
At 31 March 2025	4,884,983	1,300,000	161,950	114,300	6,461,233
Charity	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
Income	7,775,105	-	-	-	7,801,784
Expenditure	(7,470,633)	-	-	(3,745)	(7,501,057)
At 31 March 2025	4,884,983	1,300,000	161,950	114,300	6,461,233

15. Movements in Funds (continued)

Purposes of Designated & Restricted Funds

The Building Reserve is a designated fund for future building projects.

The Development Fund is a designated fund established to ensure that continuity is maintained by protecting resources for the development of new programmes and activities (training capability). In line with the 2024-25 Plan the development fund was maintained at £161,950.

The Restricted Capital Fund is for donations received from Jaguar Land Rover for the purpose of capital investment.

16. Pensions

The Charity has a Group Personal pension scheme operated by Aviva. This pension vehicle has also been used to automatically enrol all employees of AHMC into a pension scheme from 1st July 2014 – this being the enrolment date for AHMC as set-out by the Pensions Regulator.

The total cost of employer's pension contributions for College employees during 2024-25 was £204,134 (2023-24: £158,616).

17. Commitments under Operating Leases

At 31 March 2025 the Charity had total future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2025		31 March 2024	
	Land	Other	Land	Other
	£	£	£	£
Payments within one year	42,404	15,153	42,404	5,349
Payments between two and five years	169,616	40,720	169,616	6,122
Payments in over five years	1,590,148	-	1,632,552	-
	-----	-----	-----	-----
	1,802,167	55,874	1,844,572	11,471
	-----	-----	-----	-----

The total amount charged to the statement of financial activities in the year in respect of operating leases was £51,221 (2023-24: £42,699).

18. Capital Commitments

At 31 March 2025 the Charity had capital commitments amounting to £114,285 contracted for but not provided for in these financial statements (31 March 2024: £52,530).

19. Subsidiary Undertakings

The Charity has one wholly owned subsidiary company, Ashorne Hill (Trading) Limited, which is registered in England and Wales (registered company number 5335543). The company arranges conferences and events as delegated by the Charity, in accordance with an operating licence held by the subsidiary. An administration charge is made by the Charity to the subsidiary for the use of College resources in accommodating and managing the events. This is disclosed in note 7.

The company gift aids all profits to the Charity and a summary of the financial results is shown as follows:

Income and Expenditure Account (£)	2024-25	2023-24
Turnover	203,843	160,249
Operating costs including administration charge	(26,679)	(21,795)
Operating Profit	177,164	138,454
Profit for the year	177,164	138,454
Gift Aid donation to parent undertaking	(177,164)	(138,454)
Retained in subsidiary	-	-
Balance Sheet	31 Mar 2025	31 Mar 2024
	£	£
Current assets	2	2
Net assets	2	2
Called up share capital	2	2
Profit and loss account	-	-
Shareholders' funds	2	2

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales - Charity number 528784

Accounts



Ashorne Hill Management College
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2024

Company number 00889791
Charity number 528784

**Ashorne Hill Management College
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2024**

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Trustees' Annual Report for the Year Ended 31 March 2024

The Trustees present their report and audited financial statements for the year ended 31 March 2024.

1. Reference and Administrative Information

Charity Name:	Ashorne Hill Management College ("AHMC", "the College")
Charity registration number:	528784
Company registration number:	00889791
Registered Office and Operational address	Ashorne Hill Leamington Spa Warwickshire CV33 9QW

2. Structure and Governance

The College is registered as a company limited by guarantee and is governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission.

As defined by the College's memorandum & articles of association, the members of the College are the Trustees of AHMC and such other persons or organisations as appointed by the Trustees. In the event of being wound up, every member of the College undertakes to contribute £1,000 for the payment of the debts and liabilities of the College.

The following persons acted as Trustees, Members and Key Management Personnel (see note 6i) during the financial year:

Mr D Williams (Chair)	Jaguar Land Rover
Ms A Chick	Jaguar Land Rover
Mr M Wilson	Jaguar Land Rover (appointed 10 th November 2023)
Mr P Dhillon	Jaguar Land Rover
Mr AS Isherwood	Institute of Student Employers
Mrs M Jennings	Venues of Excellence
Mr EJ West	AHMC
Ms C Barber	Jaguar Land Rover (resigned 10 th August 2023) / Kigo Consulting (appointed 8 th May 2024)

The following person acted as Company Secretary during the financial year:
Mr C Hodgson AHMC

3. Relevant Organisations

Auditors – Dains Audit Ltd, 2 Chamberlain Square, Paradise Circus, Birmingham B3 3AX
Bankers - NatWest Bank Plc, 59 The Parade, Leamington Spa CV32 4BA
Solicitors - Wright Hassall LLP, Olympus Avenue, Leamington Spa CV34 6BF

4. Aim and Objectives

Purpose of the Charity

The purpose of the College is set out in the objects contained in the charitable company's memorandum of association. In brief this is the advancement of education and learning and in particular the raising of the standards of management and leadership skills across all sectors.

Aim

The aim of the College is to be a management and leadership training provider of excellence by developing solutions to fulfil customers' training requirements. Expertise is offered in the fields of leadership, graduate development and management development through a complement of trainers and associates.

Charitable Activities and Public Benefit

The Trustees have considered this matter, in conjunction with the guidance contained in the Charity Commission's general guidance on public benefit, and have concluded that:

1. The aims of the organisation continue to be charitable;
2. The benefits are for the public, and are not unreasonably restricted in any way and certainly not by ability to pay; and
3. There is no detriment or harm arising from the aims or activities.

In accordance with the aim, the College provides management training across all business sectors. The training, whilst focussed at management level, is available through dedicated company programmes. Enhancing management skills clearly benefits both the individual and company with an added positive impact on the British economy. This provides personal development and, through work related assignments and feedback to line managers and HR Directors, organisational development is embedded post delivery. Delegates benefit from learning within a diverse community and AHMC promotes diversity on training courses to share and learn from a wide range of experiences.

Training is also provided through the Conference Centre facilities; and this is a viable service provision in its own right. The facilities are booked at prices which are comparable with other similar centres and are available for public and charitable use.

The reserves of the charity are invested in improving the Grade 2* listed premises and the facilities available with the objective of delivering an enhanced training environment to generate future training revenues. The public, in the guise of training and conference participants as well as visitors, continues to enjoy the facilities on offer.

As a charity the general public have the assurance that all the income of the College must be applied for educational purposes. As an educational charity AHMC enjoys tax exemption on educational activities and investment income and gains as these are applied to the charitable aims. As a charity the College is also entitled to an 80% reduction on business rates. The financial benefits received from these tax exemptions are all applied for educational purposes.

Environmental and Safety Responsibilities

In addition to the Charitable Activities, the College maintains health and safety as a top priority by investing significantly in both a safety management system and the training and development of staff. A Health & Safety Committee is in place to ensure a year on year improvement in cultural behaviour and attitude to working safely. This committee of employees hold regular meetings to discuss H&S issues. Planned audits of the site, its facilities and activities, are undertaken with a report to the AMC, to ensure any necessary action is taken.

The College continues to develop its environmental policy. Waste management has been improved dramatically with much of the waste being recycled; the objective being to reduce the carbon footprint. Agreements currently in place cover the recycling of paper, cardboard, printer cartridges, glass, electric light bulbs and electrical hardware.

5. Management

The Board of Trustees

In order to match best practice guidance on good governance and to ensure all Trustees are active and fully involved in the running of the College, the number of Trustees is limited to 12. The composition of the Board of Trustees is designed to provide a mix of commercial and educational expertise to ensure that the charitable objects of the organisation are achieved. All Trustees give of their time freely and no remuneration is paid for their services as a Trustee.

The Trustees meet at least twice a year, receiving reports from a Commercial and Strategy Committee and a Finance and Audit Committee.

As the Trustees of the College, the Board is composed of not more than six Trustees nominated and appointed by Jaguar Land Rover Limited. Six additional Trustees are appointed by reason of their academic standing or commercial experience.

Trustee Induction and Training

Current Trustees identify suitable candidates who are invited to serve as Trustees. Potential candidates are appointed with a view to their professional competence and experience across a variety of sectors and across the training and conference industries.

New Trustees are offered a presentation about the history of the College, its aims and objectives. They are also provided with copies of the memorandum and articles of association, latest accounts, recent minutes and suitable Charity Commission guidance. On going training is also provided to ensure trustees are up-to-date with regard to their duties as trustees. This training includes, but is not limited to, updates with regard: the College's purpose and benefit to the public; the College's rules; what's best for the College and who it helps, and; the strategic, financial and operational risks to the College.

Sub Committees

The **Finance and Audit Committee** meets twice a year, the main duties of which are:

- To approve the annual accounts and trustees report for submission to the Trustees and members.

- To consider issues raised by the auditor.
- To monitor progress against financial targets in the annual plan.
- Ensure the integrity of financial systems.

The composition of the Finance & Audit Committee is P Dhillon and J West with C Hodgson in attendance.

The **Commercial and Strategy Committee** also meets twice a year. The main duties of the Committee are:

- To review the progress made in achieving the Trustees' strategy.
- To consider business development activity, the College's operating environment and trends in the customer base.
- Consider how the objectives may be achieved in future years.

The composition of the Commercial and Strategy Committee is J West, A Chick, C Barber, M Jennings and S Isherwood.

Key Management Personnel and Business Management Team

The Trustees delegate day-to-day control of the College to the Managing Director, J West, who is noted, alongside the Trustees, as the Key Management Personnel. Trustees receive no remuneration in respect of their duties as Trustees. The Managing Director is a seconded employee of Jaguar Land Rover. Salary, pension and national insurance contributions for the Managing Director are governed and settled by Jaguar Land Rover.

The Managing Director is formally advised by the Ashorne Management Committee (AMC). The team consists of professional managers of the training, conference, support and finance functions and meets formally each month to review performance, future plans, prospects and resources.

Multi-disciplinary teams, usually led by AMC members, are appointed to progress specific objectives approved by the Trustees.

Related Parties and Dependency

The College is governed by Trustees (who also act as Members of the College) up to 6 of whom are appointed by Jaguar Land Rover Limited which is part of the Tata Group of companies.

The College has no material dependency upon free services or other intangible income.

A trading subsidiary, Ashorne Hill (Trading) Limited, has been established to transact non-charitable business and gift aid profits back to the College.

6. Strategic Report

Risk Management

A Risk Register of the major risks to which the College is exposed is in place and is formally reviewed and amended annually. Systems and procedures are in place to mitigate risks and the progress against actions reviewed quarterly.

The principal risks to the College have been identified as: Governance, with respect to trustee conflicts of interest; Operational, in terms of competition and fire, and; Financial, being the risk of over-dependence on single income sources. These risks are managed through Trustees fully declaring conflicts of interest on an annual basis, management analysis and benchmarking of competitors, annual reviews of fire protection systems, controls and processes, and a strategic plan to diversify the College customer base.

In addition, the impact on the College due to regulatory changes is constantly reviewed both internally and by external specialists. Internal control risks are also minimised by the implementation of procedures for authorisation of all transactions and projects and the policies of the Quality Management System. Procedures are in place to ensure compliance with regulations. These procedures and policies are periodically reviewed to ensure that they continue to meet requirements.

Response to Need

Most of the training provision is developed at the specific request of the client. The training provided covers all levels of management from team leaders and new graduates to middle and senior management.

Close liaison with clients along with a well-managed feedback system is in place and is used to gauge satisfaction of the delivery/content of training and the learning environment. All feedback is channelled into regular reviews and actioned through the knowledge management and the facilities databases. All accepted changes then form the basis for future training programmes, service provision and facility enhancements.

Funding of Activities

Activities are funded by the charges made to clients for the provision of training, conferencing facilities and associated services. Additional income is earned from interest on bank deposits, rents from properties not currently used for training purposes and from recharges for telephone and other services provided for delegates. During the period ending 31 March 2023, income was generated from the following sources:

	2023-24		2022-23	
	£000	%	£000	%
Fees earned	6,657	97%	5,047	97%
Trading Subsidiary (Gift Aid)	160	2%	94	2%
Rents and Sundry Income	44	<1%	35	<1%
Investment Income	37	<1%	8	<1%
	-----		-----	
Total Income	6,898		5,184	
	-----		-----	

Fund Raising

The College does not engage in fund raising activities.

7. Financial Review

In 2023-24 the College had a cash inflow from operating activities of £497,730 (2022-23: £553,437) from total income of £6,898,295 (2022-23: £5,184,491). After capital expenditure of £1,120,882 the College had an outflow of cash of £585,813 (2022-23: inflow of £278,301) and increase in funds of £220,784 (2022-23: £194,616). This has increased total funds to £6,160,506 at 31 March 2024 (£5,939,722 at 31 March 2023).

Cash balances at 31 March 2024 were £1,313,065 (31 March 2023: £1,898,878).

Assets

The College's main assets include the leasehold land and buildings at Ashorne Hill and the fittings and equipment necessary to achieve the provision of education and training.

There have been no revaluations of fixed assets during the year and the Trustees are satisfied that the asset values are reasonably reflected in the balance sheet and that the rates of depreciation used are appropriate to reflect the diminution in value during the year.

Reserves

The Group's reserves total £6,160,506 of which £5,285,806 is held as fixed assets (of which £118,045 is held as restricted reserves). After deduction of designated funds of £1,461,950, this leaves the balance of free reserves as £nil.

As a residential training college within a Grade II* listed building AHMC incurs a high level of fixed costs in maintaining the fabric and condition of the facility. In the event of significantly adverse business conditions, the Trustees consider it prudent to hold minimum free reserves of £600,000, being approximately three months of overhead costs. Any free reserves held in excess of this minimum are retained to support the charity in times of financial uncertainty.

The Trustees confirm that the Charity will work to rebuild free reserves, and review funds that have been designated, in order to meet the minimum free reserves target of £600,000.

Subsidiary Company

In January 2005 a trading subsidiary, Ashorne Hill (Trading) Limited, was established to transact non-charitable business and gift aid profits back. The trading results of the subsidiary have been consolidated in the overall result of the Charity.

During the year, the subsidiary's turnover amounted to £160,249 (2022-23: £93,936). After administration charges and other costs, a surplus of £138,454 (2022-23: £79,242) was recorded by the subsidiary. An amount of £138,454 (2022-23: £79,242) has been returned to the Charity under Gift Aid arrangements in June 2024.

Investment Powers and Authorities

Under the Memorandum of Association the College has the power to invest sums not immediately required for its purposes in such investments, securities or property as may be thought fit to fulfil its stated objectives, subject to any provisions or constraints imposed by law.

8. Plans for Future Periods

All effort is now focussed on rebuilding the Learning faculty, venue operations and business development to bring the College back to pre-COVID-19 operating levels and beyond. To this end a 5-year plan has been developed for the period 2023 to 2028.

9. Trustees' Responsibilities for the Financial Statements

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable

them to ensure that the financial statements comply with the Companies Act 2006 and also responsible for ensuring that the assets are properly applied in accordance with Charity Law. They are also responsible for safeguarding the assets of the charitable company and the

group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

10. Statement on Disclosure of Information to the Auditors



So far as each Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware.

Each Trustee has taken all the steps (such as making enquiries of other Trustees and the auditors and any other steps required by the Trustee's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Trustee in order to make himself aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

11. Auditor

A resolution to reappoint Dains Audit Ltd as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

	Trustee	EJ WEST	Date	14 / 8 / 2024
	Trustee	P DHILLON	Date	14 / 8 / 2024

Independent Auditors' Report to the Members of Ashorne Hill Management College

Opinion

We have audited the financial statements of Ashorne Hill Management College (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024, which comprise the Consolidated Statement of Financial Activities, the Consolidated & Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the Trustees (who are also the directors of the group and the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Our 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 senior statutory auditor 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 the parent charitable company through discussions with Trustees and other management, and from our commercial knowledge and experience of the charity sector;
- 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 the parent charitable company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group's and the parent charitable company's 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, their 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 relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the group's and the parent charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the group's and the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's and the parent charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the parent charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Dains Audit Limited

Mark Gurney FCCA (Senior Statutory Auditor)

for and on behalf of
Dains Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

Date:

14 August 2024

**Consolidated Statement of Financial Activities (Incorporating
the Income & Expenditure Account)
For the year to 31st March 2024**

Ashorne Hill Management College
Registered No. 00889791

	Notes	Unrestricted Funds Year ended 31 March 2024	Restricted Funds Year ended 31 March 2024	Total Funds Year ended 31 March 2024	Total Funds Year ended 31 March 2023
		£	£	£	£
<u>Income from:</u>	1(e)				
Charitable activities	2	6,657,355	-	6,657,355	5,046,881
Other trading activities		203,601	-	203,601	129,172
Investments		37,339	-	37,339	8,355
Other sources (profit on disposal of fixed assets)		-	-	-	83
Total income		6,898,295	-	6,898,295	5,184,491
<u>Expenditure on:</u>	1(f)				
Charitable Activities	3	6,276,219	3,745	6,279,964	4,638,432
Raising funds	3	49,915	-	49,915	63,443
Other	4	334,818	-	334,818	288,000
Loss on disposal of fixed assets		12,814	-	12,814	-
Total expenditure		6,673,766	3,745	6,677,511	4,989,875
Net income / (expenditure) for the year		224,529	(3,745)	220,784	194,616
Net movement in funds		224,529	(3,745)	220,784	194,616
Total funds brought forward at 1 April		5,817,932	121,790	5,939,722	5,745,106
Total funds carried forward at 31 March		6,042,461	118,045	6,160,506	5,939,722

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

Consolidated & Charity Balance Sheets at 31 March 2024

Ashorne Hill Management College
Registered No. 00889791

	Notes	Group 31 March 2024 £	Charity 31 March 2024 £	Group 31 March 2023 £	Charity 31 March 2023 £
Fixed Assets					
Tangible Fixed Assets	10	5,285,806	5,285,806	4,672,832	4,672,832
Investments					
Shares in Ashorne Hill (Trading) Ltd		-	2	-	2
Current Assets					
Stocks	11	40,110	40,110	55,072	55,072
Debtors	12	1,567,229	1,567,229	1,064,268	1,064,268
Cash at bank and in hand		1,313,065	1,313,063	1,898,878	1,898,876
		<u>2,920,404</u>	<u>2,920,402</u>	<u>3,018,218</u>	<u>3,018,216</u>
Liabilities: amounts falling due within one year	13	<u>(986,688)</u>	<u>(986,688)</u>	<u>(1,629,245)</u>	<u>(1,629,245)</u>
Net Current Assets		<u>1,933,716</u>	<u>1,933,714</u>	<u>1,388,973</u>	<u>1,388,971</u>
Liabilities: amounts falling due in more than one year	13	<u>(1,059,016)</u>	<u>(1,059,016)</u>	<u>(122,083)</u>	<u>(122,083)</u>
Total Assets less Liabilities		<u>6,160,506</u>	<u>6,160,506</u>	<u>5,939,722</u>	<u>5,939,722</u>
Funds					
Unrestricted Funds	15	6,042,461	6,042,461	5,817,932	5,817,932
Restricted Funds	15	118,045	118,045	121,790	121,790
Total Charity Funds		<u>6,160,506</u>	<u>6,160,506</u>	<u>5,939,722</u>	<u>5,939,722</u>

Approved & authorised for issue by the Board of Trustees and signed on its behalf:

 E.J. WEST
Trustee

 P. DHALAN
Trustee

Date 14/8/2024

The notes on pages 15 to 28 form part of these financial statements.

Consolidated Statement of Cashflows for the year ended 31 March 2024
Ashorne Hill Management College
Registered No. 00889791

	Notes	£	Year to 31 March 2024 £	Year to 31 March 2023 £
Cashflows from operating activities				
Cash increase from operations	(i)		497,730	553,437
Net cash inflow provided by operating activities			497,730	553,437
Cashflows from investing activities				
Interest received		37,339	8,355	
Payments to acquire tangible fixed assets		(1,120,882)	(283,574)	
Receipts from disposal of tangible fixed assets		-	83	
Net cash used in investing activities			(1,083,543)	(275,136)
Change in cash and cash equivalents in the reporting period			(585,813)	278,301

Analysis of cash and cash equivalents

Cash and cash equivalents at the beginning of the reporting period	1,898,878	1,620,577
Cash and cash equivalents at the end of the reporting period	1,313,065	1,898,878

Notes to Statement of Cashflows

	Year to 31 March 2024 £	Year to 31 March 2023 £
(i) <u>Reconciliation of net income / (expenditure) to net cashflow from operating activities</u>		
Net income	220,784	194,616
Interest receivable	(37,339)	(8,355)
Depreciation charges	495,094	396,633
Loss / (profit) on disposal of fixed assets	12,814	(83)
Decrease in stocks	14,962	6,992
Increase in debtors	(502,961)	(467,261)
Increase in creditors	294,376	430,901
Cash increase from operations	497,730	553,437

Notes to the Financial Statements**1. Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) issued on 16 July 2014 and FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 £.

Ashorne Hill Management College meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going Concern

Stress testing of the College's operations and financial forecasts until Autumn 2025 has been carried out. This stress testing has satisfied the Trustees that the College is able to deal with the impact of unforeseen circumstances, by means of a combination of mitigation strategies and the utilisation, if necessary, of its financial reserves. On this basis, the Trustees are happy that the Charity is a going concern for a period of at least 12 months from the date of approval of these financial statements.

(c) Consolidation

The consolidated statement of financial activities, balance sheet and statement of cashflows include the charity and its trading subsidiary. The consolidation is prepared on a line-by-line basis. The trading subsidiary was established to transact non-charitable business and gift aid profits back to the Charity. Refer to Notes 12 for amounts owed to the Charity by the Trading Subsidiary. Refer to Note 19 for the financial summary of the trading subsidiary.

A separate statement of financial activities (SOFA) for the charity is not presented because it has taken advantage of the available exemption under Section 408 of the Companies Act 2006. The profit dealt within the financial statements of the parent company was £138,454 (2022-23: £115,373).

(d) Income and Expenditure Account

The Statement of Financial Activities on page 12 discloses the identical information as that of the Income and Expenditure account and as such no Income and Expenditure account has been prepared.

1. Accounting Policies (continued)

(e) Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Designated funds include a building reserve and a development fund (refer to Note 16).
- Restricted funds relate to donations and grants held for specific defined uses.

(f) Income

Income includes income from Training Courses and Training and Conference facilities excluding VAT. All income is included in the Statement of Financial Activities when receivable, i.e. when the course or event to which they relate takes place. Included in Course Income are course development funds that may be received from time to time. All income is generated from activities within the UK.

The income relating to courses or events invoiced in advance of the course or event taking place is treated as deferred income, credit for which is only taken during the accounting period in which that income is earned.

Other trading activities of £203,601 (2022-23: £129,172) include Rental and Sundry Income of £43,352 (2022-23: £35,236) and income generated by the Trading Subsidiary of £160,249 (2022-23: £93,936).

(g) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. It is analysed on an actual basis over categories consistent with the Charity's operating activities, using the following methods.

i. Fundraising costs

Expenditure incurred in the provision of facilities which are sublet or otherwise used to generate income from the subsidiary's trading activities and rents. Costs include rent payable, utility services, maintenance, administration cost allowances and depreciation.

ii. Charitable activities cost

This comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It is analysed into the following categories:

Training Courses - Expenditure incurred in the preparation and provision of residential and off-site courses, including training consultant emoluments, associate fees, direct and indirect overheads, administration and depreciation.

Training and Conference Facilities - Expenditure incurred in support of AHMC facilities including catering, housekeeping, front of house, information technology, maintenance of buildings, grounds and equipment, administration and depreciation.

1. Accounting Policies (continued)**iii. Support Costs**

Support costs include central functions and governance costs. All costs are allocated between the expenditure categories of the SOFA on the basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor area, per capita or estimated usage as set out in Note 3.

iv. Exceptional Items

The Group classifies certain one-off charges or credits that have a material impact on the Group's financial results as exceptional items. These are disclosed separately to provide further understanding of the financial performance of the Group.

(h) Fixed Assets

Fixed assets (excluding stocks and investments) are stated at cost less accumulated depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost or re-valued amounts of each asset in equal instalments over its expected useful life. Long Leasehold life, comprising structural improvements to buildings, has been reassessed to be until 28th September 2067, being the remainder of the lease (see note 1(o)). The other effective lives and rates of depreciation are as follows:

	<u>Depreciation Period</u>
Fixtures, fittings, tools & equipment, lift, car park	3 -15 years
Telecommunications equipment	3 - 4 years
Motor Vehicles	4 – 10 years
Computer equipment	3 - 4 years

The Charity does not capitalise assets costing less than £250. Where there is some indication that the recoverable amount of a functional fixed asset is below its net book value an impairment review would be carried out, where possible on individual assets. A fixed asset is recognised for leasing agreements that transfer to the Charity substantially all the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

(i) Stocks

Stocks are shown at the lower of cost and net realisable value. These include catering supplies and fuel oil.

(j) Investments

The investment held as fixed assets is the value of the shares held in the subsidiary, Ashorne Hill (Trading) Limited. This is included in the financial statements at cost.

(k) Major Maintenance

Major repairs and renewals to the leasehold property are charged to the statement of financial activities in the year in which the charges arise.

1. Accounting Policies (continued)**(l) Pensions**

The College made contributions on behalf of employees into an Aviva personal pension scheme operated on a defined contribution basis. Contributions to the Group's defined contribution pension scheme are charged to the statement of financial activities in the year in which they become payable.

(l) Leases**i. Operating leases**

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

ii. Finance leases – the charity as lessee

An asset and corresponding liability are recognised for leasing agreements that transfer to the Charity substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

(m) Financial Instruments

The Group only has financial assets and liabilities of a kind that qualify as basic financial instruments and are not considered to be of financial nature. Such financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors - Trade debtors and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash at bank and in hand - Cash at bank and in hand includes cash and monies on short term deposits at the bank, other short-term liquid investments with original maturities of three months or less.

Creditors - Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1. Accounting Policies (continued)

(n) Employee benefits (continued)

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

(o) Critical accounting estimates and areas of judgement

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

In categorising leases as finance leases or operating leases, management makes judgements as to whether significant risks and rewards of ownership have transferred to the Company as lessee, or the lessee, where the Company is a lessor.

(p) Legal status of the charitable company

Ashorne Hill Management College is a charitable company and is also registered as a charity at the Charity Commission in England and Wales. The charitable company is limited by guarantee and as such has no issued share capital. The liability of its members in the event of the company being wound up is limited to £1,000.

The registered office and principal place of business is Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW. The group consists of Ashorne Hill Management College and its one subsidiary, Ashorne Hill (Trading) Ltd. The group's principal objective is the advancement of education and learning, in particular the raising of the standards of management and leadership skills, across all sectors.

(q) Government grants

The Coronavirus Job Retention Scheme Income is accounted for under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the consolidated statement of financial activities in the same period as the related expenditure.

2. Charitable Activities

	Unrestricted £	2023-24 Total £	2022-23 Total £
Training Courses	2,545,376	2,545,376	1,173,172
Training & Conference Facilities	4,111,979	4,111,979	3,873,709
	-----	-----	-----
Total Income from Charitable Activities	6,657,355	6,657,355	5,046,881
	-----	-----	-----

3. Expenditure

	Basis of Allocation	Unrestricted Funds			Restricted Funds	2023-24 Total £	2022-23 Total £
		Cost of Generating Funds £	Training Courses £	Conference Facilities £	Conference Facilities		
Costs directly allocated to activities							
Training	Direct	-	1,095,821	-	-	1,095,821	521,436
Conferencing	Direct	-	-	2,622,363	-	2,622,363	2,032,347
Costs allocated to activities							
General office/admin staff		4,656	230,450	230,450	-	465,556	386,358
Office costs		1,124	55,657	55,657	-	112,438	99,620
Residences		14,140	-	-	-	14,140	31,499
Rent		1,628	1,920	33,654	-	37,202	32,288
Depreciation	Usage Floor Area	9,902	49,510	431,937	3,745	495,094	396,633
Legal & Professional	Area	1,285	63,616	63,616	-	128,517	139,121
Utilities	Usage	13,345	15,716	275,675	-	304,736	370,547
Business Development	Turnover Floor Area	3,691	182,698	182,698	-	369,087	226,522
Operations Planning	Staff	-	-	233,899	-	233,899	200,228
Estates Maintenance	Time	-	23,552	413,124	-	436,676	253,277
Governance	Staff Time	144	7,103	7,103	-	14,350	12,000
Totals		49,915	1,726,043	4,550,176	3,745	6,329,879	4,701,876

4. Other expenditure

	2023-24 £	2022-23 £
Finance lease interest payable	334,818	288,000

5. Net income for the Year

This is stated after charging:	2023-24 £	2022-23 £
Depreciation on owned assets	493,859	396,633
Depreciation on leased assets	1,235	1,235
Auditors' remuneration - Audit services	14,350	12,000
- Other	2,545	2,300

Charges for audit services of £14,350 are split as £11,125 for the Charity and £3,225 for Ashorne Hill (Trading) Ltd. Other services provided by Dains Audit Limited relate to accounts preparation and Corporation Tax compliance services for Ashorne Hill (Trading) Ltd.

6. Staff Costs and Numbers

The total staff costs of the Group comprised:

	Year ended 31 March 2024	Year ended 31 March 2023
	£	£
Salaries and wages (i)	2,606,377	1,974,660
Employer's NI costs	232,549	172,780
Pension costs	158,616	116,015
	-----	-----
	2,997,542	2,263,455
	-----	-----

Employees whose emoluments exceeded the annual rate of £60,000 during the period were as follows:

	Year ended 31 March 2024	Year ended 31 March 2023
	Number	Number
£60,001 to £70,000	1	3
£70,001 to £80,000	2	-

Pension costs for these employees in the period were £18,746 (2022-23: £17,146).

The average number of persons employed during the year was:

	Year ended 31 March 2024	Year ended 31 March 2023
	Number	Number
Training Consultants	5	4
Other full-time employees	64	56
Other part-time employees	27	22
	---	---
	96	82
	---	---

i) The trading subsidiary employs no staff.

Key management remuneration

The key management personnel of the parent charitable company comprise the Trustees and Mr EJ West, the Managing Director, being those responsible for the day-to-day running of the charity. The total employee benefits for key management personnel of the charitable company and group was £nil (2022-23: £nil). This amount is normally a recharge from Jaguar Land Rover of salary, pension and national insurance contributions for the Managing Director. This recharge has been waived by Jaguar Land Rover in the current and comparative periods. Reimbursement of Charity expenses totalling £nil were made in the year (2022-23: £nil). The other Trustees received no remuneration in respect of their duties as Trustees.

7. Trustee Remuneration

The Charity paid no remuneration to Trustees in respect of their duties as Trustees during the year. No retirement benefits are accruing to the Trustees under a pension scheme in respect of qualifying service. During the period £nil (2022-23 - £nil) charity expenses were reimbursed to any Trustee.

8. Related Party Transactions

Several of the Charity's Trustees are also directors or senior managers of Jaguar Land Rover Ltd, Tata Steel Europe Ltd (both part of the Tata group of companies) or Venues of Excellence. During the year the following business was transacted with those entities and Ashorne Hill (Trading) (company registration No: 05335543):

	2023-24 Transactions £	Balance at 31 March 2024 £	2022-23 Transactions £	Balance at 31 March 2023 £
Charges to Ashorne Hill (Trading) for services	16,025	-	14,694	-
Charges to Jaguar Land Rover for courses and services	3,185,075	872,071	1,281,787	368,695
Charges to other Tata Group companies for courses and services	51,455	28,602	18,388	16,034
Services supplied by Jaguar Land Rover	372,020	24,000	320,000	63,000
Services supplied by Venues of Excellence	9,193	-	1,608	-

9. Taxation

As a charity AHMC is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its chargeable objects. No income tax charges have arisen in the Charity. The College is registered for VAT.

10. Tangible Fixed Assets

Group and Charity	Total	Long Leasehold Property	Fixtures, Fittings & Equipment	Motor Vehicles
Cost	£	£	£	£
At 1 April 2023	11,897,138	6,613,065	5,223,907	60,166
Additions	1,120,882	-	1,120,882	-
Disposals	(245,255)	(17,019)	(228,236)	-
At 31 March 2024	<u>12,772,765</u>	<u>6,596,046</u>	<u>6,116,553</u>	<u>60,166</u>
Accumulated Depreciation				
At 1 April 2023	7,224,306	2,803,871	4,377,811	42,624
Charge for year	495,094	111,696	377,798	5,600
Disposals	(232,441)	(17,019)	(215,422)	-
At 31 March 2024	<u>7,486,959</u>	<u>2,898,548</u>	<u>4,540,187</u>	<u>48,224</u>
Net Book Value				
At 31 March 2024	<u>5,285,806</u>	<u>3,697,498</u>	<u>1,576,366</u>	<u>11,942</u>
At 1 April 2023	<u>4,672,832</u>	<u>3,809,194</u>	<u>846,096</u>	<u>17,542</u>

The net book value of leased assets are £53,732 (2023: £54,968).

11. Stocks

Group and Charity	31 March 2024	31 March 2023
	£	£
Fuel	20,444	35,532
Catering Supplies	19,666	19,540
	<u>40,110</u>	<u>55,072</u>

12. Debtors

	31 Mar 2024 Group £	31 Mar 2024 Charity £	31 Mar 2023 Group £	31 Mar 2023 Charity £
Trade Debtors	1,192,468	1,192,468	733,858	733,858
Prepayments & Accrued Income	373,594	373,594	330,410	330,410
Other amounts owed	1,167	1,167	-	-
	<u>1,567,229</u>	<u>1,567,229</u>	<u>1,064,268</u>	<u>1,064,268</u>

All amounts shown within debtors fall due for payment within one year.

13. Creditors: Amounts Falling Due within One Year

	31 Mar 2024 Group £	31 Mar 2024 Charity £	31 Mar 2023 Group £	31 Mar 2023 Charity £
Trade Creditors	213,923	213,923	252,874	252,874
Accruals	469,356	469,356	1,148,963	1,148,963
Deferred income	83,978	83,978	2,429	2,429
Other taxes & social security	219,431	219,431	224,980	224,980
	<u>986,688</u>	<u>986,688</u>	<u>1,629,246</u>	<u>1,629,246</u>

Deferred income at 31 March 2024 includes: training fees billed in advance of £65,558 (2023: £nil), deposits for future events of £14,742 (2023: £nil) and other charges billed in advance of £3,678 (2023: £2,429).

<i>Deferred income – Group & Charity</i>	2023-24 £	2022-23 £
Balance at 1 April	2,429	31,151
Amount released	(2,429)	(31,151)
Amount deferred	83,978	2,429
	<u>83,978</u>	<u>2,429</u>

Creditors: Amounts Falling Due after more than One Year

	31 Mar 2024 Group £	31 Mar 2024 Charity £	31 Mar 2023 Group £	31 Mar 2023 Charity £
Finance lease creditor	122,083	122,083	122,083	122,083
Deferred rent accrual	936,933	936,933	-	-
	<u>1,059,016</u>	<u>1,059,016</u>	<u>122,083</u>	<u>122,083</u>

13. Creditors: Amounts Falling Due within One Year (continued)

Finance lease

Obligations under a finance lease are secured by the related assets and bear finance charges at a rate of 312.1% per annum (2022-23: 235.5% per annum).

	2023-24 £	2022-23 £
The total future minimum lease payments are payable:		
Less than one year	381,635	288,000
Between one and five years	1,526,540	1,152,000
After five years	14,502,130	11,232,000
	-----	-----
	16,410,305	12,672,000
Less: Future finance charges	(16,288,242)	(12,549,917)
	-----	-----
	122,083	122,083
	-----	-----

Finance lease payments represent rentals payable by the College for buildings. The lease does not include purchase options at the end of the lease period, and assets must only be used in furtherance of the Charity's objects. The lease expires on 28th September 2067.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets. The net book value of secured assets is disclosed in note 10.

14. Analysis of Net Assets Between Funds

Group at 31 March 2024 £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	5,167,761	-	-	118,045	5,285,806
Current Assets	1,458,454	1,300,000	161,950	-	2,920,404
Current Liabilities	(986,688)	-	-	-	(986,688)
Long-term Liabilities	(1,059,016)	-	-	-	(1,059,016)
	-----	-----	-----	-----	-----
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
	-----	-----	-----	-----	-----
Group at 31 March 2023 £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,551,042	-	-	121,790	4,672,832
Current Assets	1,556,268	1,300,000	161,950	-	3,018,218
Current Liabilities	(1,629,245)	-	-	-	(1,629,245)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
	-----	-----	-----	-----	-----
At 31 March 2023	4,355,982	1,300,000	161,950	121,790	5,939,722
	-----	-----	-----	-----	-----

14. Analysis of Net Assets Between Funds (continued)

Company at 31 March 2024					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	5,167,763	-	-	118,045	5,285,808
Current Assets	1,458,452	1,300,000	161,950	-	2,920,402
Current Liabilities	(986,688)	-	-	-	(986,688)
Long-term Liabilities	(1,059,016)	-	-	-	(1,059,016)
	<u>4,580,511</u>	<u>1,300,000</u>	<u>161,950</u>	<u>118,045</u>	<u>6,160,506</u>
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
Company at 31 March 2023					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,551,044	-	-	121,790	4,672,834
Current Assets	1,556,266	1,300,000	161,950	-	3,018,216
Current Liabilities	(1,629,245)	-	-	-	(1,629,245)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
	<u>4,355,982</u>	<u>1,300,000</u>	<u>161,950</u>	<u>121,790</u>	<u>5,939,722</u>
At 31 March 2023	4,355,982	1,300,000	161,950	121,790	5,939,722

15. Movements in Funds

Group	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2023	4,355,982	1,300,000	161,950	121,790	5,939,722
Income	6,898,295	-	-	-	6,898,295
Expenditure	(6,673,766)	-	-	(3,745)	(6,677,511)
	<u>4,580,511</u>	<u>1,300,000</u>	<u>161,950</u>	<u>118,045</u>	<u>6,160,506</u>
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506
Charity	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2023	4,355,982	1,300,000	161,950	121,790	5,939,722
Income	6,876,500	-	-	-	6,876,500
Expenditure	(6,651,971)	-	-	(3,745)	(6,655,716)
	<u>4,580,511</u>	<u>1,300,000</u>	<u>161,950</u>	<u>118,045</u>	<u>6,160,506</u>
At 31 March 2024	4,580,511	1,300,000	161,950	118,045	6,160,506

15. Movements in Funds (continued)

Purposes of Designated & Restricted Funds

The Building Reserve is a designated fund for future building projects.

The Development Fund is a designated fund established to ensure that continuity is maintained by protecting resources for the development of new programmes and activities (training capability). In line with the 2023-24 Plan the development fund was maintained at £161,950.

The Restricted Capital Fund is for donations received from Jaguar Land Rover for the purpose of capital investment.

16. Pensions

The Charity has a Group Personal pension scheme operated by Aviva. This pension vehicle has also been used to automatically enrol all employees of AHMC into a pension scheme from 1st July 2014 – this being the enrolment date for AHMC as set-out by the Pensions Regulator.

The total cost of employer's pension contributions for College employees during 2023-24 was £158,616 (2022-23: £116,015).

17. Commitments under Operating Leases

At 31 March 2024 the Charity had total future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2024		31 March 2023	
	Land	Other	Land	Other
	£	£	£	£
Payments within one year	42,404	5,349	32,000	5,040
Payments between two and five years	169,616	6,122	128,000	6,500
Payments in over five years	1,632,552	-	1,264,000	-
	-----	-----	-----	-----
	1,844,572	11,471	1,424,000	11,540
	-----	-----	-----	-----

The total amount charged to the statement of financial activities in the year in respect of operating leases was £42,699 (2022-23: £37,040).

18. Capital Commitments

At 31 March 2024 the Charity had capital commitments amounting to £52,530 contracted for but not provided for in these financial statements (31 March 2023: £33,924).

19. Subsidiary Undertakings

The Charity has one wholly owned subsidiary company, Ashorne Hill (Trading) Limited, which is registered in England and Wales (registered company number 5335543). The company arranges conferences and events as delegated by the Charity, in accordance with an operating licence held by the subsidiary. An administration charge is made by the Charity to the subsidiary for the use of College resources in accommodating and managing the events. This is disclosed in note 7.

The company gift aids all profits to the Charity and a summary of the financial results is shown as follows:

Income and Expenditure Account (£)	2023-24	2022-23
Turnover	160,249	93,936
Operating costs including administration charge	(21,795)	(14,694)
	-----	-----
Operating Profit	138,454	79,242
	-----	-----
Profit for the year	138,454	79,242
	-----	-----
Gift Aid donation to parent undertaking	(138,454)	(79,242)
	-----	-----
Retained in subsidiary	-	-
	-----	-----
Balance Sheet	31 Mar 2024	31 Mar 2023
	£	£
Current assets	2	2
	-----	-----
Net assets	2	2
	-----	-----
Called up share capital	2	2
Profit and loss account	-	-
	-----	-----
Shareholders' funds	2	2
	-----	-----

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales - Charity number 528784

Accounts



Ashorne Hill Management College
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2023

Company number 00889791
Charity number 528784

**Ashome Hill Management College
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2023**

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Trustees' Annual Report for the Year Ended 31 March 2023

The Trustees present their report and audited financial statements for the year ended 31 March 2023.

1. Reference and Administrative Information

Charity Name:	Ashome Hill Management College ("AHMC", "the College")
Charity registration number:	528784
Company registration number:	00889791
Registered Office and Operational address	Ashorne Hill Leamington Spa Warwickshire CV33 9QW

2. Structure and Governance

The College is registered as a company limited by guarantee and is governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission.

As defined by the College's memorandum & articles of association, the members of the College are the Trustees of AHMC and such other persons or organisations as appointed by the Trustees. In the event of being wound up, every member of the College undertakes to contribute £1,000 for the payment of the debts and liabilities of the College.

The following persons acted as Trustees, Members and Key Management Personnel (see note 7i) during the financial year:

Mr D Williams (Chair)	Jaguar Land Rover
Ms A Chick	Jaguar Land Rover
Mrs C Barber	Jaguar Land Rover
Mr P Dhillon	Jaguar Land Rover (appointed 24 th October 2022)
Mr AS Isherwood	Institute of Student Employers
Mrs M Jennings	Venues of Excellence
Mr EJ West	AHMC

The following person acted as Company Secretary during the financial year:
Mr C Hodgson AHMC

3. Relevant Organisations

Auditors – Dains Audit Ltd, 15 Colmore Row, Birmingham B3 2BH

Bankers - NatWest Bank Plc, 59 The Parade, Leamington Spa CV32 4BA

Solicitors - Wright Hassall LLP, Olympus Avenue, Leamington Spa CV34 6BF

4. Aim and Objectives

Purpose of the Charity

The purpose of the College is set out in the objects contained in the charitable company's memorandum of association. In brief this is the advancement of education and learning and in particular the raising of the standards of management and leadership skills across all sectors.

Aim

The aim of the College is to be a management and leadership training provider of excellence by developing solutions to fulfil customers' training requirements. Expertise is offered in the fields of leadership, graduate development and management development through a complement of trainers and associates.

Charitable Activities and Public Benefit

The Trustees have considered this matter, in conjunction with the guidance contained in the Charity Commission's general guidance on public benefit, and have concluded that:

1. The aims of the organisation continue to be charitable;
2. The benefits are for the public, and are not unreasonably restricted in any way and certainly not by ability to pay; and
3. There is no detriment or harm arising from the aims or activities.

In accordance with the aim, the College provides management training across all business sectors. The training, whilst focussed at management level, is available through dedicated company programmes. Enhancing management skills clearly benefits both the individual and company with an added positive impact on the British economy. This provides personal development and, through work related assignments and feedback to line managers and HR Directors, organisational development is embedded post delivery. Delegates benefit from learning within a diverse community and AHMC promotes diversity on training courses to share and learn from a wide range of experiences.

Training is also provided through the Conference Centre facilities; and this is a viable service provision in its own right. The facilities are booked at prices which are comparable with other similar centres and are available for public and charitable use.

The reserves of the charity are invested in improving the Grade 2* listed premises and the facilities available with the objective of delivering an enhanced training environment to generate future training revenues. The public, in the guise of training and conference participants as well as visitors, continues to enjoy the facilities on offer.

As a charity the general public have the assurance that all the income of the College must be applied for educational purposes. As an educational charity AHMC enjoys tax exemption on educational activities and investment income and gains as these are applied to the charitable aims. As a charity the College is also entitled to an 80% reduction on business rates. The financial benefits received from these tax exemptions are all applied for educational purposes.

Environmental and Safety Responsibilities

In addition to the Charitable Activities, the College maintains health and safety as a top priority by investing significantly in both a safety management system and the training and development of staff. A Health & Safety Committee is in place to ensure a year on year improvement in cultural behaviour and attitude to working safely. This committee of employees hold regular meetings to discuss H&S issues. Planned audits of the site, its facilities and activities, are undertaken with a report to the AMC, to ensure any necessary action is taken.

The College continues to develop its environmental policy. Waste management has been improved dramatically with much of the waste being recycled; the objective being to reduce the carbon footprint. Agreements currently in place cover the recycling of paper, cardboard, printer cartridges, glass, electric light bulbs and electrical hardware.

5. Management

The Board of Trustees

In order to match best practice guidance on good governance and to ensure all Trustees are active and fully involved in the running of the College, the number of Trustees is limited to 12. The composition of the Board of Trustees is designed to provide a mix of commercial and educational expertise to ensure that the charitable objects of the organisation are achieved. All Trustees give of their time freely and no remuneration is paid for their services as a Trustee.

The Trustees meet at least twice a year, receiving reports from a Commercial and Strategy Committee and a Finance and Audit Committee.

As the Trustees of the College, the Board is composed of not more than six Trustees nominated and appointed by Jaguar Land Rover Limited. Six additional Trustees are appointed by reason of their academic standing or commercial experience.

Trustee Induction and Training

Current Trustees identify suitable candidates who are invited to serve as Trustees. Potential candidates are appointed with a view to their professional competence and experience across a variety of sectors and across the training and conference industries.

New Trustees are offered a presentation about the history of the College, its aims and objectives. They are also provided with copies of the memorandum and articles of association, latest accounts, recent minutes and suitable Charity Commission guidance. On going training is also provided to ensure trustees are up-to-date with regard to their duties as trustees. This training includes, but is not limited to, updates with regard: the College's purpose and benefit to the public; the College's rules; what's best for the College and who it helps, and; the strategic, financial and operational risks to the College.

Sub Committees

The **Finance and Audit Committee** meets twice a year, the main duties of which are:

- To approve the annual accounts and trustees report for submission to the Trustees and members.

- To consider issues raised by the auditor.
- To monitor progress against financial targets in the annual plan.
- Ensure the integrity of financial systems.

The composition of the Finance & Audit Committee is P Dhillon and J West with C Hodgson in attendance.

The **Commercial and Strategy Committee** also meets twice a year. The main duties of the Committee are:

- To review the progress made in achieving the Trustees' strategy.
- To consider business development activity, the College's operating environment and trends in the customer base.
- Consider how the objectives may be achieved in future years.

The composition of the Commercial and Strategy Committee is J West, A Chick, C Barber, M Jennings and S Isherwood.

Key Management Personnel and Business Management Team

The Trustees delegate day-to-day control of the College to the Managing Director, J West, who is noted, alongside the Trustees, as the Key Management Personnel. Trustees receive no remuneration in respect of their duties as Trustees. The Managing Director is a seconded employee of Jaguar Land Rover. Salary, pension and national insurance contributions for the Managing Director are governed and settled by Jaguar Land Rover.

The Managing Director is formally advised by the Ashorne Management Committee (AMC). The team consists of professional managers of the training, conference, support and finance functions and meets formally each month to review performance, future plans, prospects and resources.

Multi-disciplinary teams, usually led by AMC members, are appointed to progress specific objectives approved by the Trustees.

Related Parties and Dependency

The College is governed by Trustees (who also act as Members of the College) appointed by Jaguar Land Rover Limited which is part of the Tata Group of companies.

The College has no material dependency upon free services or other intangible income.

A trading subsidiary, Ashorne Hill (Trading) Limited, has been established to transact non-charitable business and gift aid profits back to the College.

6. Strategic Report

Risk Management

A Risk Register of the major risks to which the College is exposed is in place and is formally reviewed and amended annually. Systems and procedures are in place to mitigate risks and the progress against actions reviewed quarterly.

The principal risks to the College have been identified as: Governance, with respect to trustee conflicts of interest; Operational, in terms of competition and fire, and; Financial, being the risk of over-dependence on single income sources. These risks are managed through Trustees fully declaring conflicts of interest on an annual basis, management analysis and benchmarking of competitors, annual reviews of fire protection systems, controls and processes, and a strategic plan to diversify the College customer base.

In addition, the impact on the College due to regulatory changes is constantly reviewed both internally and by external specialists. Internal control risks are also minimised by the implementation of procedures for authorisation of all transactions and projects and the policies of the Quality Management System. Procedures are in place to ensure compliance with regulations. These procedures and policies are periodically reviewed to ensure that they continue to meet requirements.

Response to Need

Most of the training provision is developed at the specific request of the client. The training provided covers all levels of management from team leaders and new graduates to middle and senior management.

Close liaison with clients along with a well-managed feedback system is in place and is used to gauge satisfaction of the delivery/content of training and the learning environment. All feedback is channelled into regular reviews and actioned through the knowledge management and the facilities databases. All accepted changes then form the basis for future training programmes, service provision and facility enhancements.

Funding of Activities

Activities are funded by the charges made to clients for the provision of training, conferencing facilities and associated services. Additional income is earned from interest on bank deposits, rents from properties not currently used for training purposes and from recharges for telephone and other services provided for delegates. During the period ending 31 March 2023, income was generated from the following sources:

	2022-23		2021-22	
	£000	%	£000	%
Fees earned	5,047	97%	2,545	91%
Trading Subsidiary (Gift Aid)	94	2%	98	4%
Grant	-	-	128	4%
Rents and Sundry Income	35	<1%	27	1%
Investment Income	8	<1%	<1	<1%
Other Income	-	-	-	-
	-----		-----	
Total Income	5,184		2,798	
	-----		-----	

Fund Raising

The College does not engage in fund raising activities.

7. Financial Review

In 2022-23 the College had a cash inflow from operating activities of £553,437 (2021-22: outflow of £54,200) from total income of £5,184,491 (2021-22: £2,798,276). After capital expenditure of £283,574 the College had an inflow of cash of £278,301 (2021-22: outflow of £315,693) and increase in funds of £194,616 (2021-22: £580,737). This has increased total funds to £5,939,722 at 31 March 2023 (£5,745,106 at 31 March 2022).

Cash balances at 31 March 2023 were £1,898,878 (31 March 2022: £1,620,577).

Assets

The College's main assets include the leasehold land and buildings at Ashorne Hill and the fittings and equipment necessary to achieve the provision of education and training.

There have been no revaluations of fixed assets during the year and the Trustees are satisfied that the asset values are reasonably reflected in the balance sheet and that the rates of depreciation used are appropriate to reflect the diminution in value during the year.

Reserves

The Group's reserves total £5,939,722 of which £4,672,832 is held as fixed assets (of which £121,790 is held as restricted reserves). After deduction of designated funds of £1,461,950, this leaves the balance of free reserves as £nil.

As a residential training college within a Grade II* listed building AHMC incurs a high level of fixed costs in maintaining the fabric and condition of the facility. In the event of significantly adverse business conditions, the Trustees consider it prudent to hold minimum free reserves of £600,000, being approximately three months of overhead costs. Any free reserves held in excess of this minimum are retained to support the charity in times of financial uncertainty.

The Trustees confirm that the Charity will work to rebuild free reserves, and review funds that have been designated, in order to meet the minimum free reserves target of £600,000.

Subsidiary Company

In January 2005 a trading subsidiary, Ashorne Hill (Trading) Limited, was established to transact non-charitable business and gift aid profits back. The trading results of the subsidiary have been consolidated in the overall result of the Charity.

During the year, the subsidiary's turnover amounted to £93,936 (2021-22: £97,618). After administration charges and other costs, a surplus of £79,242 (2021-22: £84,859) was recorded by the subsidiary. An amount of £79,242 (2021-22: £80,277) has been returned to the Charity under Gift Aid arrangements in June 2023.

Investment Powers and Authorities

Under the Memorandum of Association the College has the power to invest sums not immediately required for its purposes in such investments, securities or property as may be thought fit to fulfil its stated objectives, subject to any provisions or constraints imposed by law.

8. Plans for Future Periods

All effort is now focussed on rebuilding the Learning faculty, venue operations and business development to bring the College back to pre-COVID-19 operating levels and beyond. To this end a 5-year plan has been developed for the period 2023 to 2028.

9. Trustees' Responsibilities for the Financial Statements

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable

them to ensure that the financial statements comply with the Companies Act 2006 and also responsible for ensuring that the assets are properly applied in accordance with Charity Law. They are also responsible for safeguarding the assets of the charitable company and the

group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

10. Statement on Disclosure of Information to the Auditors

So far as each Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware.

Each Trustee has taken all the steps (such as making enquiries of other Trustees and the auditors and any other steps required by the Trustee's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Trustee in order to make himself aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

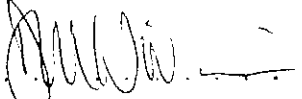



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11. Auditor

A resolution to reappoint Dains Audit Ltd as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

...  Trustee D. WILLIAMS Date 11 SEPT. 2023

...  Trustee M. JENNINGS Date 11 SEPT. 2023

Independent Auditors' Report to the Members of Ashorne Hill Management College

Opinion

We have audited the financial statements of Ashorne Hill Management College (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023, which comprise the Consolidated Statement of Financial Activities, the Consolidated & Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and



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- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the Trustees (who are also the directors of the group and the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Our 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 senior statutory auditor 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 the parent charitable company through discussions with Trustees and other management, and from our commercial knowledge and experience of the charity sector;
- 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 the parent charitable company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.



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We assessed the susceptibility of the group's and the parent charitable company's 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, their 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 relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the group's and the parent charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the group's and the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's and the parent charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the parent charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Gurney FCCA (Senior Statutory Auditor)

for and on behalf of
Dalns Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

Date: 11 September 2023.

**Consolidated Statement of Financial Activities (Incorporating
the Income & Expenditure Account)
For the year to 31st March 2023**

Ashorne Hill Management College
Registered No. 00889791

	Notes	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2022
		£	£	£	£
<u>Income from:</u>	1(e)				
Charitable activities	2	5,046,881	-	5,046,881	2,544,853
Other trading activities		129,172	-	129,172	125,214
Grants	3	-	-	-	128,029
Investments		8,355	-	8,355	180
Other sources (profit on disposal of fixed assets)		83	-	83	-
Total income		5,184,491	-	5,184,491	2,798,276
<u>Expenditure on:</u>	1(f)				
Charitable Activities	4	4,634,687	3,745	4,638,432	3,035,975
Raising funds	4	63,443	-	63,443	50,004
Other	5	288,000	-	288,000	288,000
Loss on disposal of fixed assets		-	-	-	5,034
Total expenditure		4,986,130	3,745	4,989,875	3,379,013
Net income / (expenditure) for the year		198,361	(3,745)	194,616	(580,737)
Net movement in funds		198,361	(3,745)	194,616	(580,737)
Total funds brought forward at 1 April		5,619,571	125,535	5,745,106	6,325,843
Total funds carried forward at 31 March		5,817,832	121,790	5,939,722	5,745,106

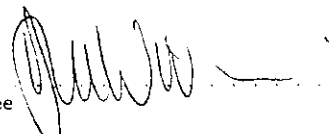
The statement of financial activities includes all gains and losses in the year.
All income and expenditure derive from continuing activities.

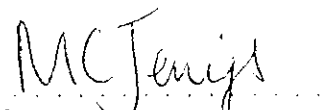
Consolidated & Charity Balance Sheets at 31 March 2023

Ashorne Hill Management College
Registered No. 00889791

	Notes	Group 31 March 2023 £	Charity 31 March 2023 £	Group 31 March 2022 £	Charity 31 March 2022 £
Fixed Assets					
Tangible Fixed Assets	11	4,672,832	4,672,832	4,785,891	4,785,891
Investments					
Shares in Ashorne Hill (Trading) Ltd		-	2	-	2
Current Assets					
Stocks	12	55,072	55,072	62,064	62,064
Debtors	13	1,064,268	1,064,268	597,001	631,521
Cash at bank and in hand		1,898,878	1,898,876	1,620,577	1,586,055
		<u>3,018,218</u>	<u>3,018,216</u>	<u>2,279,642</u>	<u>2,279,640</u>
Liabilities: amounts falling due within one year	14	<u>(1,629,245)</u>	<u>(1,629,245)</u>	<u>(1,198,344)</u>	<u>(1,198,344)</u>
Net Current Assets		<u>1,388,973</u>	<u>1,388,971</u>	<u>1,081,298</u>	<u>1,081,296</u>
Liabilities: amounts falling due in more than one year	14	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>
Total Assets less Liabilities		<u>5,939,722</u>	<u>5,939,722</u>	<u>5,745,106</u>	<u>5,745,106</u>
Funds					
Unrestricted Funds	17	5,817,932	5,817,932	5,619,571	5,619,571
Restricted Funds	17	121,790	121,790	125,535	125,535
Total Charity Funds		<u>5,939,722</u>	<u>5,939,722</u>	<u>5,745,106</u>	<u>5,745,106</u>

Approved & authorised for issue by the Board of Trustees and signed on its behalf:

Trustee  D. WILLIAMS

Trustee  M. JENKINS

Date 11 SEPTEMBER 2023

The notes on pages 15 to 28 form part of these financial statements.

Consolidated Statement of Cashflows for the year ended 31 March 2023
Ashorne Hill Management College
Registered No. 00889791

			Year to 31 March 2023		Year to 31 March 2022
	Notes	£	£	£	£
Cashflows from operating activities					
Cash increase / (reduction) from operations	(i)		553,437		(54,200)
Net cash inflow / (outflow) provided by operating activities			<u>553,437</u>		<u>(54,200)</u>
Cashflows from investing activities					
Interest received		8,355		180	
Payments to acquire tangible fixed assets		(283,574)		(261,673)	
Receipts from disposal of tangible fixed assets		83		-	
Net cash used in investing activities			<u>(275,136)</u>		<u>(261,493)</u>
Change in cash and cash equivalents in the reporting period			<u>278,301</u>		<u>(315,693)</u>

Analysis of cash and cash equivalents

Cash and cash equivalents at the beginning of the reporting period		1,620,577	1,936,270
Cash and cash equivalents at the end of the reporting period		<u>1,898,878</u>	<u>1,620,577</u>

Notes to Statement of Cashflows

	Year to 31 March 2023	Year to 31 March 2022
	£	£
(i) Reconciliation of net income / (expenditure) to net cashflow from operating activities		
Net income / (expenditure)	194,616	(580,737)
Interest receivable	(8,355)	(180)
Depreciation charges	396,633	414,178
(Profit) / Loss on disposal of fixed assets	(83)	5,034
Decrease / (increase) in stocks	6,992	(54,302)
Increase in debtors	(467,267)	(366,951)
Increase in creditors	430,901	528,758
Cash reduction from operations	<u>553,437</u>	<u>(54,200)</u>

Notes to the Financial Statements**1. Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) issued on 16 July 2014 and FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 £.

Ashorne Hill Management College meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going Concern

Stress testing of the College's operations and financial forecasts until Autumn 2024 has been carried out. This stress testing has satisfied the Trustees that the College is able to deal with the impact of unforeseen circumstances, by means of a combination of mitigation strategies and the utilisation, if necessary, of its financial reserves. On this basis, the Trustees are happy that the Charity is a going concern for a period of at least 12 months from the date of approval of these financial statements.

(c) Consolidation

The consolidated statement of financial activities, balance sheet and statement of cashflows include the charity and its trading subsidiary. The consolidation is prepared on a line-by-line basis. The trading subsidiary was established to transact non-charitable business and gift aid profits back to the Charity. Refer to Notes 13 for amounts owed to the Charity by the Trading Subsidiary. Refer to Note 20 for the financial summary of the trading subsidiary.

A separate statement of financial activities (SOFA) for the charity is not presented because it has taken advantage of the available exemption under Section 408 of the Companies Act 2006. The profit dealt within the financial statements of the parent company was £115,373 (2021-22: loss of £585,319).

(d) Income and Expenditure Account

The Statement of Financial Activities on page 12 discloses the identical information as that of the Income and Expenditure account and as such no Income and Expenditure account has been prepared.

1. Accounting Policies (continued)

(e) Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Designated funds include a building reserve and a development fund (refer to Note 17).
- Restricted funds relate to donations and grants held for specific defined uses.

(f) Income

Income includes income from Training Courses and Training and Conference facilities excluding VAT. All income is included in the Statement of Financial Activities when receivable, i.e. when the course or event to which they relate takes place. Included in Course Income are course development funds that may be received from time to time. All income is generated from activities within the UK.

The income relating to courses or events invoiced in advance of the course or event taking place is treated as deferred income, credit for which is only taken during the accounting period in which that income is earned.

Other trading activities of £129,172 (2021-22: £125,214) include Rental and Sundry Income of £35,236 (2021-22: £27,596) and income generated by the Trading Subsidiary of £93,936 (2021-22: £97,618).

(g) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. It is analysed on an actual basis over categories consistent with the Charity's operating activities, using the following methods.

i. Fundraising costs

Expenditure incurred in the provision of facilities which are sublet or otherwise used to generate income from the subsidiary's trading activities and rents. Costs include rent payable, utility services, maintenance, administration cost allowances and depreciation.

ii. Charitable activities cost

This comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It is analysed into the following categories:

Training Courses - Expenditure incurred in the preparation and provision of residential and off-site courses, including training consultant emoluments, associate fees, direct and indirect overheads, administration and depreciation.

Training and Conference Facilities - Expenditure incurred in support of AHMC facilities including catering, housekeeping, front of house, information technology, maintenance of buildings, grounds and equipment, administration and depreciation.

1. Accounting Policies (continued)
iii. Support Costs

Support costs include central functions and governance costs. All costs are allocated between the expenditure categories of the SOFA on the basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor area, per capita or estimated usage as set out in Note 4.

iv. Exceptional Items

The Group classifies certain one-off charges or credits that have a material impact on the Group's financial results as exceptional items. These are disclosed separately to provide further understanding of the financial performance of the Group.

(h) Fixed Assets

Fixed assets (excluding stocks and investments) are stated at cost less accumulated depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost or re-valued amounts of each asset in equal instalments over its expected useful life. Long Leasehold life, comprising structural improvements to buildings, has been reassessed to be until 28th September 2067, being the remainder of the lease (see note 1(o)). The other effective lives and rates of depreciation are as follows:

	<u>Depreciation Period</u>
Fixtures, fittings, tools & equipment, lift, car park	3 -15 years
Telecommunications equipment	3 - 4 years
Motor Vehicles	4 – 10 years
Computer equipment	3 - 4 years

The Charity does not capitalise assets costing less than £250. Where there is some indication that the recoverable amount of a functional fixed asset is below its net book value an impairment review would be carried out, where possible on individual assets. A fixed asset is recognised for leasing agreements that transfer to the Charity substantially all the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

(i) Stocks

Stocks are shown at the lower of cost and net realisable value. These include catering supplies and fuel oil.

(j) Investments

The investment held as fixed assets is the value of the shares held in the subsidiary, Ashorne Hill (Trading) Limited. This is included in the financial statements at cost.

(k) Major Maintenance

Major repairs and renewals to the leasehold property are charged to the statement of financial activities in the year in which the charges arise.

1. Accounting Policies (continued)**(l) Pensions**

The College made contributions on behalf of employees into an Aviva personal pension scheme operated on a defined contribution basis. Contributions to the Group's defined contribution pension scheme are charged to the statement of financial activities in the year in which they become payable.

(l) Leases**i. Operating leases**

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

ii. Finance leases – the charity as lessee

An asset and corresponding liability are recognised for leasing agreements that transfer to the Charity substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

(m) Financial Instruments

The Group only has financial assets and liabilities of a kind that qualify as basic financial instruments and are not considered to be of financial nature. Such financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors - Trade debtors and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash at bank and in hand - Cash at bank and in hand includes cash and monies on short term deposits at the bank, other short-term liquid investments with original maturities of three months or less.

Creditors - Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1. Accounting Policies (continued)

(n) Employee benefits (continued)

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

(o) Critical accounting estimates and areas of judgement

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

In categorising leases as finance leases or operating leases, management makes judgements as to whether significant risks and rewards of ownership have transferred to the Company as lessee, or the lessee, where the Company is a lessor.

(p) Legal status of the charitable company

Ashorne Hill Management College is a charitable company and is also registered as a charity at the Charity Commission in England and Wales. The charitable company is limited by guarantee and as such has no issued share capital. The liability of its members in the event of the company being wound up is limited to £1,000.

The registered office and principal place of business is Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW. The group consists of Ashorne Hill Management College and its one subsidiary, Ashorne Hill (Trading) Ltd. The group's principal objective is the advancement of education and learning, in particular the raising of the standards of management and leadership skills, across all sectors.

(q) Government grants

The Coronavirus Job Retention Scheme Income is accounted for under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the consolidated statement of financial activities in the same period as the related expenditure.

2. Charitable Activities

	Unrestricted £	2022-23 Total £	2021-22 Total £
Training Courses	1,173,172	1,173,172	776,824
Training & Conference Facilities	3,873,709	3,873,709	1,768,029
	-----	-----	-----
Total Income from Charitable Activities	5,046,881	5,046,881	2,544,853
	-----	-----	-----

3. Government grants

	Unrestricted £	2022-23 Total £	2021-22 Total £
Coronavirus Job Retention Scheme	-	-	128,029
	-----	-----	-----
Total Income from Grants	-	-	128,029
	-----	-----	-----

4. Expenditure

Basis of Allocation	Unrestricted Funds			Restricted Funds	2022-23 Total £	2021-22 Total £
	Cost of Generating Funds £	Training Courses £	Conference Facilities £	Conference Facilities		
Costs directly allocated to activities						
Training	Direct	-	521,436	-	521,436	347,368
Conferencing	Direct	-	-	2,032,347	2,032,347	1,152,524
Costs allocated to activities						
General office/admin staff		3,864	191,247	191,247	-	386,358
Office costs		996	49,312	49,312	-	99,620
Residences		31,499	-	-	-	31,499
Rent		1,414	1,665	29,209	-	32,288
Depreciation	Usage Floor Area	7,933	39,663	345,292	3,745	396,633
Legal & Professional	Area	1,391	68,865	68,865	-	139,121
Utilities	Usage	16,227	18,110	335,210	-	370,547
Business Development	Turnover	-	113,261	113,261	-	226,522
Operations Planning	Floor Area	-	-	200,228	-	200,228
Estates Maintenance	Staff Time	-	13,660	239,617	-	253,277
Governance	Staff Time	120	5,940	5,940	-	12,000
Totals		63,444	1,024,159	3,610,528	3,745	4,701,876

5. Other expenditure

	2022-23 £	2021-22 £
Finance lease interest payable	288,000	288,000

6. Net income for the Year

This is stated after charging:	2022-23 £	2021-22 £
Depreciation on owned assets	396,633	410,433
Depreciation on leased assets	1,235	1,235
Auditors' remuneration - Audit services	12,000	12,000
- Other	2,300	1,250

Charges for audit services of £12,000 are split as £9,000 for the Charity and £3,000 for Ashorne Hill (Trading) Ltd. Other services provided by Dains Audit Limited relate to accounts preparation and Corporation Tax compliance services for Ashorne Hill (Trading) Ltd. For operating leases refer to Note 18.

7. Staff Costs and Numbers

The total staff costs of the Group comprised:

	Year ended 31 March 2023	Year ended 31 March 2022
	£	£
Salaries and wages (i)	1,974,660	1,441,621
Employer's NI costs	172,780	128,211
Pension costs	116,015	91,083
	<u>2,263,455</u>	<u>1,660,915</u>

Employees whose emoluments exceeded the annual rate of £60,000 during the period were as follows:

	Year ended 31 March 2023	Year ended 31 March 2022
	Number	Number
£60,001 to £70,000	3	2

Pension costs for these employees in the period were £17,146 (2021-22: £16,446).

The average number of persons employed during the year was:

	Year ended 31 March 2023	Year ended 31 March 2022
	Number	Number
Training Consultants	4	3
Other full-time employees	56	42
Other part-time employees	22	15
	---	---
	82	60
	—	—

i) The trading subsidiary employs no staff.

Key management remuneration

The key management personnel of the parent charitable company comprise the Trustees and Mr EJ West, the Managing, being those responsible for the day-to-day running of the charity. The total employee benefits for key management personnel of the charitable company and group was £nil (2022-23: £nil). This amount is normally a recharge from Jaguar Land Rover of salary, pension and national insurance contributions for the Managing Director. This recharge has been waived by Jaguar Land Rover in the current and comparative periods. Reimbursement of Charity expenses totalling £nil were made in the year (2021-22: £nil). The other Trustees received no remuneration in respect of their duties as Trustees.

8. Trustee Remuneration

The Charity paid no remuneration to Trustees in respect of their duties as Trustees during the year. No retirement benefits are accruing to the Trustees under a pension scheme in respect of qualifying service. During the period £nil (2021-22 - £nil) charity expenses were reimbursed to any Trustee.

9. Related Party Transactions

Several of the Charity's Trustees are also directors or senior managers of Jaguar Land Rover Ltd, Tata Steel Europe Ltd (both part of the Tata group of companies) or Venues of Excellence. During the year the following business was transacted with those entities and Ashorne Hill (Trading) (company registration No: 05335543):

	2022-23 Transactions £	Balance at 31 March 2023 £	2021-22 Transactions £	Balance at 31 March 2022 £
Charges to Ashorne Hill (Trading) for services	14,694	-	9,758	-
Amounts owed by Ashorne Hill (Trading)	-	79,242	-	34,520
Charges to Jaguar Land Rover for courses and services	1,281,787	368,695	459,966	176,144
Charges to other Tata Group companies for courses and services	18,388	16,034	6,631	7,957
Services supplied by Jaguar Land Rover	320,000	63,000	320,000	-
Services supplied by Venues of Excellence	1,608	-	7,925	4,671

10. Taxation

As a charity AHMC is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its chargeable objects. No income tax charges have arisen in the Charity. The College is registered for VAT.

11. Tangible Fixed Assets

Group and Charity	Total	Long Leasehold Property	Fixtures, Fittings & Equipment	Motor Vehicles
Cost	£	£	£	£
At 1 April 2022	11,658,250	6,613,065	4,995,583	49,602
Additions	283,574	-	273,010	10,564
Disposals	(44,686)	-	(44,686)	-
At 31 March 2023	11,897,138	6,613,065	5,223,907	60,166
Accumulated Depreciation				
At 1 April 2022	6,872,359	2,689,486	4,145,849	37,024
Charge for year	396,633	114,385	276,648	5,600
Disposals	(44,686)	-	(44,686)	-
At 31 March 2023	7,224,306	2,803,871	4,377,811	42,624
Net Book Value				
At 31 March 2023	<u>4,672,832</u>	<u>3,809,194</u>	<u>846,096</u>	<u>17,542</u>
At 31 March 2022	<u>4,785,891</u>	<u>3,923,579</u>	<u>849,734</u>	<u>12,578</u>

The net book value of leased assets are £54,968 (2022: £56,203).

12. Stocks

Group and Charity	31 March 2023	31 March 2022
	£	£
Fuel	35,532	47,107
Catering Supplies	19,540	14,957
	<u>55,072</u>	<u>62,064</u>

13. Debtors

	31 Mar 2023 Group £	31 Mar 2023 Charity £	31 Mar 2022 Group £	31 Mar 2022 Charity £
Trade Debtors	733,858	733,858	504,572	504,572
Prepayments & Accrued Income	330,410	330,410	92,429	92,429
Amount due from subsidiary	-	-	-	34,520
	<u>1,064,268</u>	<u>1,064,268</u>	<u>597,001</u>	<u>631,521</u>

All amounts shown within debtors fall due for payment within one year.

14. Creditors: Amounts Falling Due within One Year

	31 Mar 2023 Group £	31 Mar 2023 Charity £	31 Mar 2022 Group £	31 Mar 2022 Charity £
Trade Creditors	252,874	252,874	159,230	159,230
Accruals	1,148,963	1,148,963	900,062	900,062
Deferred income	2,429	2,429	31,151	31,151
Other taxes & social security	224,980	224,980	107,901	107,901
	<u>1,629,246</u>	<u>1,629,246</u>	<u>1,198,344</u>	<u>1,198,344</u>

Deferred income at 31 March 2023 includes: £nil (2022: £10,020) for deferred course fees billed during 2022-23, but invoiced in advance; deposits for future events of £nil (2022: £17,751) and other charges billed in advance of £2,429 (2022: £3,380).

<i>Deferred income – Group & Charity</i>	2022-23 £	2021-22 £
Balance at 1 April	31,151	53,835
Amount released	(31,151)	(52,795)
Amount deferred	2,429	30,101
Balance at 31 March	<u>2,429</u>	<u>31,151</u>

Creditors: Amounts Falling Due after more than One Year

	31 Mar 2023 Group £	31 Mar 2023 Charity £	31 Mar 2022 Group £	31 Mar 2022 Charity £
Finance lease creditor	122,083	122,083	122,083	122,083
	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>

14. Creditors: Amounts Falling Due within One Year (continued)

Finance lease

Obligations under a finance lease are secured by the related assets and bear finance charges at a rate of 235.5% per annum (2021-22: 235.5% per annum).

	2022-23 £	2021-22 £
The total future minimum lease payments are payable:		
Less than one year	288,000	288,000
Between one and five years	1,152,000	1,152,000
After five years	11,232,000	11,520,000
	<u>12,672,000</u>	<u>12,960,000</u>
Less: Future finance charges	(12,549,917)	(12,837,917)
	<u>122,083</u>	<u>122,083</u>

Finance lease payments represent rentals payable by the College for buildings. The lease does not include purchase options at the end of the lease period, and assets must only be used in furtherance of the Charity's objects. The lease expires on 28th September 2067.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets. The net book value of secured assets is disclosed in note 11.

15. Analysis of Net Assets Between Funds

Group at 31 March 2023 £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,551,042	-	-	121,790	4,672,832
Current Assets	1,556,268	1,300,000	161,950	-	3,018,218
Current Liabilities	(1,629,245)	-	-	-	(1,629,245)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2023	<u>4,355,982</u>	<u>1,300,000</u>	<u>161,950</u>	<u>121,790</u>	<u>5,939,722</u>
Group at 31 March 2022 £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,660,356	-	-	125,535	4,785,891
Current Assets	817,692	1,300,000	161,950	-	2,279,642
Current Liabilities	(1,198,344)	-	-	-	(1,198,344)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2022	<u>4,157,621</u>	<u>1,300,000</u>	<u>161,950</u>	<u>125,535</u>	<u>5,745,106</u>

15. Analysis of Net Assets Between Funds (continued)

Company at 31 March 2023					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,551,044	-	-	121,790	4,672,834
Current Assets	1,556,266	1,300,000	161,950	-	3,018,216
Current Liabilities	(1,629,245)	-	-	-	(1,629,245)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2023	4,355,982	1,300,000	161,950	121,790	5,939,722
Company at 31 March 2022					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,660,356	-	-	125,535	4,785,891
Current Assets	817,692	1,300,000	161,950	-	2,279,642
Current Liabilities	(1,198,344)	-	-	-	(1,198,344)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2022	4,157,621	1,300,000	161,950	125,535	5,745,106

16. Movements in Funds

Group	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2022	4,157,621	1,300,000	161,950	125,535	5,745,106
Income	5,184,492	-	-	-	5,184,492
Expenditure	(4,986,131)	-	-	(3,745)	(4,989,876)
At 31 March 2023	4,355,982	1,300,000	161,950	121,790	5,939,722
Charity	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2022	4,157,621	1,300,000	161,950	125,535	5,745,106
Income	5,169,798	-	-	-	5,169,798
Expenditure	(4,971,437)	-	-	(3,745)	(4,975,182)
At 31 March 2023	4,355,982	1,300,000	161,950	121,790	5,939,722

16. Movements in Funds (continued)

Purposes of Designated & Restricted Funds

The Building Reserve is a designated fund for future building projects.

The Development Fund is a designated fund established to ensure that continuity is maintained by protecting resources for the development of new programmes and activities (training capability). In line with the 2022-23 Plan the development fund was maintained at £161,950.

The Restricted Capital Fund is for donations received from Jaguar Land Rover for the purpose of capital investment.

17. Pensions

The Charity has a Group Personal pension scheme operated by Aviva. This pension vehicle has also been used to automatically enrol all employees of AHMC into a pension scheme from 1st July 2014 – this being the enrolment date for AHMC as set-out by the Pensions Regulator.

The total cost of employer's pension contributions for College employees during 2022-23 was £116,015 (2021-22: £91,083).

18. Commitments under Operating Leases

At 31 March 2023 the Charity had total future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2022		31 March 2021	
	Land	Other	Land	Other
	£	£	£	£
Payments within one year	32,000	5,040	32,000	5,040
Payments between two and five years	128,000	6,500	128,000	11,141
Payments in over five years	1,264,000	-	1,296,000	-
	<u>1,424,000</u>	<u>11,540</u>	<u>1,456,000</u>	<u>16,181</u>

The total amount charged to the statement of financial activities in the year in respect of operating leases was £37,040 (2021-22: £36,035).

19. Capital Commitments

At 31 March 2023 the Charity had capital commitments amounting to £33,924 contracted for but not provided for in these financial statements (31 March 2022: £nil).

20. Subsidiary Undertakings

The Charity has one wholly owned subsidiary company, Ashorne Hill (Trading) Limited, which is registered in England and Wales (registered company number 5335543). The company arranges conferences and events as delegated by the Charity, in accordance with an operating licence held by the subsidiary. An administration charge is made by the Charity to the subsidiary for the use of College resources in accommodating and managing the events. This is disclosed in note 9.

The company gift aids all profits to the Charity and a summary of the financial results is shown as follows:

Income and Expenditure Account (£)	2022-23	2021-22
Turnover	93,936	97,618
Operating costs including administration charge	(14,694)	(12,759)
	<hr/>	<hr/>
Operating Profit / (Loss)	79,242	84,859
	<hr/>	<hr/>
(Loss) / Profit for the year	79,242	84,859
	<hr/>	<hr/>
Gift Aid donation to parent undertaking	(79,242)	(80,277)
	<hr/>	<hr/>
Retained in subsidiary	-	4,582
	<hr/>	<hr/>
 Balance Sheet	 31 Mar 2023	 31 Mar 2022
	£	£
Current assets	79,244	34,522
Current liabilities	(79,242)	(34,520)
	<hr/>	<hr/>
Net (liabilities) / assets	2	2
	<hr/>	<hr/>
Called up share capital	2	2
Profit and loss account	-	-
	<hr/>	<hr/>
Reserves	2	2
	<hr/>	<hr/>

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales - Charity number 528784

Accounts



Ashorne Hill Management College
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2022

Company number 00889791
Charity number 528784

**Ashorne Hill Management College
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2022**

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Trustees' Annual Report for the Year Ended 31 March 2022

The Trustees present their report and audited financial statements for the year ended 31 March 2022.

1. Reference and Administrative Information

Charity Name:	Ashorne Hill Management College ("AHMC", "the College")
Charity registration number:	528784
Company registration number:	00889791
Registered Office and Operational address	Ashorne Hill Leamington Spa Warwickshire CV33 9QW

2. Structure and Governance

The College is registered as a company limited by guarantee and is governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission.

As defined by the College's memorandum & articles of association, the members of the College are the Trustees of AHMC and such other persons or organisations as appointed by the Trustees. In the event of being wound up, every member of the College undertakes to contribute £1,000 for the payment of the debts and liabilities of the College.

The following persons acted as Trustees, Members and Key Management Personnel (see note 7i) during the financial year:

Mr D Williams (Chair)	Jaguar Land Rover
Mr J Hall	Jaguar Land Rover (resigned 8 th October 2021)
Mr C Elliott	Jaguar Land Rover (resigned 17 th May 2021)
Ms A Chick	Jaguar Land Rover
Mrs C Barber	Jaguar Land Rover
Mr AS Isherwood	Institute of Student Employers
Mrs M Jennings	Venues of Excellence
Mr EJ West	AHMC (appointed 29 th June 2021)
Mr J Carson	AHMC (resigned 9 th July 2021)

The following person acted as Company Secretary during the financial year:
Mr C Hodgson AHMC

3. Relevant Organisations

Auditors – Dains Audit Ltd, 15 Colmore Row, Birmingham B3 2BH

Bankers - NatWest Bank Plc, 59 The Parade, Leamington Spa CV32 4BA

Solicitors - Wright Hassall LLP, Olympus Avenue, Leamington Spa CV34 6BF

4. Aim and Objectives

Purpose of the Charity

The purpose of the College is set out in the objects contained in the charitable company's memorandum of association. In brief this is the advancement of education and learning and in particular the raising of the standards of management and leadership skills across all sectors.

Aim

The aim of the College is to be a management and leadership training provider of excellence by developing solutions to fulfil customers' training requirements. Expertise is offered in the fields of leadership, graduate development and management development through a complement of trainers and associates.

Charitable Activities and Public Benefit

The Trustees have considered this matter, in conjunction with the guidance contained in the Charity Commission's general guidance on public benefit, and have concluded that:

1. The aims of the organisation continue to be charitable;
2. The benefits are for the public, and are not unreasonably restricted in any way and certainly not by ability to pay; and
3. There is no detriment or harm arising from the aims or activities.

In accordance with the aim, the College provides management training across all business sectors. The training, whilst focussed at management level, is available through dedicated company programmes. Enhancing management skills clearly benefits both the individual and company with an added positive impact on the British economy. This provides personal development and, through work related assignments and feedback to line managers and HR Directors, organisational development is embedded post delivery. Delegates benefit from learning within a diverse community and AHMC promotes diversity on training courses to share and learn from a wide range of experiences.

Training is also provided through the Conference Centre facilities; and this is a viable service provision in its own right. The facilities are booked at prices which are comparable with other similar centres and are available for public and charitable use.

The reserves of the charity are invested in improving the Grade 2* listed premises and the facilities available with the objective of delivering an enhanced training environment to generate future training revenues. The public, in the guise of training and conference participants as well as visitors, continues to enjoy the facilities on offer.

As a charity the general public have the assurance that all the income of the College must be applied for educational purposes. As an educational charity AHMC enjoys tax exemption on educational activities and investment income and gains as these are applied to the charitable aims. As a charity the College is also entitled to an 80% reduction on business rates. The financial benefits received from these tax exemptions are all applied for educational purposes.

Environmental and Safety Responsibilities

In addition to the Charitable Activities, the College maintains health and safety as a top priority by investing significantly in both a safety management system and the training and development of staff. A Health & Safety Officer is in place to ensure a year on year improvement in cultural behaviour and attitude to working safely. A committee of employees hold regular meetings to discuss H&S issues. Planned audits of the site, its facilities and activities, are undertaken with a report to the Business Management Team, to ensure any necessary action is taken.

The College continues to develop its environmental policy. Waste management has been improved dramatically with much of the waste being recycled; the objective being to reduce the carbon footprint. Agreements currently in place cover the recycling of paper, cardboard, printer cartridges, glass, electric light bulbs and electrical hardware.

5. Management

The Board of Trustees

In order to match best practice guidance on good governance and to ensure all Trustees are active and fully involved in the running of the College, the number of Trustees is limited to 12. The composition of the Board of Trustees is designed to provide a mix of commercial and educational expertise to ensure that the charitable objects of the organisation are achieved. All Trustees give of their time freely and no remuneration is paid for their services as a Trustee.

The Trustees meet at least twice a year, receiving reports from a Commercial and Strategy Committee and a Finance and Audit Committee.

As the Trustees of the College, the Board is composed of not more than six Trustees nominated and appointed by Jaguar Land Rover Limited. Six additional Trustees are appointed by reason of their academic standing or commercial experience.

Trustee Induction and Training

Current Trustees identify suitable candidates who are invited to serve as Trustees. Potential candidates are appointed with a view to their professional competence and experience across a variety of sectors and across the training and conference industries.

New Trustees are offered a presentation about the history of the College, its aims and objectives. They are also provided with copies of the memorandum and articles of association, latest accounts, recent minutes and suitable Charity Commission guidance. On going training is also provided to ensure trustees are up-to-date with regard to their duties as trustees. This training includes, but is not limited to, updates with regard: the College's purpose and benefit to the public; the College's rules; what's best for the College and who it helps, and; the strategic, financial and operational risks to the College.

Sub Committees

The **Finance and Audit Committee** meets twice a year, the main duties of which are:

- To approve the annual accounts and trustees report for submission to the Trustees and members.

- To consider issues raised by the auditor.
- To monitor progress against financial targets in the annual plan.
- Ensure the integrity of financial systems.

The composition of the Finance & Audit Committee is C Barber and J West with C Hodgson in attendance.

The **Commercial and Strategy Committee** also meets twice a year. The main duties of the Committee are:

- To review the progress made in achieving the Trustees' strategy.
- To consider business development activity, the College's operating environment and trends in the customer base.
- Consider how the objectives may be achieved in future years.

The composition of the Commercial and Strategy Committee is J West, A Chick, C Barber, M Jennings and S Isherwood.

Key Management Personnel and Business Management Team

The Trustees delegate day-to-day control of the College to the Managing Director, J West, who is noted, alongside the Trustees, as the Key Management Personnel. Trustees receive no remuneration in respect of their duties as Trustees. The Managing Director is a seconded employee of Jaguar Land Rover. Salary, pension and national insurance contributions for the Managing Director are governed and settled by Jaguar Land Rover.

The Managing Director is formally advised by the Business Management Team (BMT). The team consists of professional managers of the training, conference, support and finance functions and meets formally each month to review performance, future plans, prospects and resources.

Multi-disciplinary teams, usually led by BMT members, are appointed to progress specific objectives approved by the Trustees.

Related Parties and Dependency

The College is governed by Trustees (who also act as Members of the College) appointed by Jaguar Land Rover Limited which is part of the Tata Group of companies.

The College has no material dependency upon free services or other intangible income.

A trading subsidiary, Ashorne Hill (Trading) Limited, has been established to transact non-charitable business and gift aid profits back to the College.

6. Strategic Report

Risk Management

A Risk Register of the major risks to which the College is exposed is in place and is formally reviewed and amended annually. Systems and procedures are in place to mitigate risks and the progress against actions reviewed quarterly.

The principal risks to the College have been identified as: Governance, with respect to trustee conflicts of interest; Operational, in terms of competition and fire, and; Financial, being the risk of over-dependence on single income sources. These risks are managed through Trustees fully declaring conflicts of interest on an annual basis, management analysis and benchmarking of competitors, annual reviews of fire protection systems, controls and processes, and a strategic plan to diversify the College customer base.

In addition, the impact on the College due to regulatory changes is constantly reviewed both internally and by external specialists. Internal control risks are also minimised by the implementation of procedures for authorisation of all transactions and projects and the policies of the Quality Management System. Procedures are in place to ensure compliance with regulations. These procedures and policies are periodically reviewed to ensure that they continue to meet requirements.

Response to Need

Most of the training provision is developed at the specific request of the client. The training provided covers all levels of management from team leaders and new graduates to middle and senior management.

Close liaison with clients along with a well-managed feedback system is in place and is used to gauge satisfaction of the delivery/content of training and the learning environment. All feedback is channelled into regular reviews and actioned through the knowledge management and the facilities databases. All accepted changes then form the basis for future training programmes, service provision and facility enhancements.

Funding of Activities

Activities are funded by the charges made to clients for the provision of training, conferencing facilities and associated services. Additional income is earned from interest on bank deposits, rents from properties not currently used for training purposes and from recharges for telephone and other services provided for delegates. During the period ending 31 March 2022, income was generated from the following sources:

	2021-22		2020-21	
	£000	%	£000	%
Fees earned	2,545	91%	675	44%
Trading Subsidiary (Gift Aid)	98	4%	<1	<1%
Grant	128	4%	809	53%
Rents and Sundry Income	27	1%	32	2%
Investment Income	<1	<1%	1	<1%
Other Income	-	-	6	<1%
Total Income	2,798		£1,523	

Fund Raising

The College does not engage in fund raising activities.

7. Financial Review

As the COVID-19 pandemic has evolved during 2020 and into 2021, the impact on the College has been significant. Onsite operations re-started in April 2021, when the College was able to reopen. More significant levels of demand were not experienced until September 2021, which were then further hindered due to the impact of the Omicron variant from December 2021 to February 2022.

Virtual and digital training provision was ongoing throughout this period. The College has also benefitted from the Government Business Rates Relief provision and Coronavirus Job Retention Scheme.

In 2021-22 the College had a cash outflow from operating activities of £54,200 (2020-21: £91,972) from total income of £2,798,276 (2020-21: £1,523,325). After capital expenditure of £261,673 the College had an outflow of cash of £315,693 (2020-21: £132,773) and decrease in funds of £580,737 (2020-21: £1,380,718). This has decreased total funds to £5,745,106 at 31 March 2022 (£6,325,843 at 31 March 2021).

Cash reserves have been preserved well given the significant operating deficit caused by the operational impact of the Covid-19 pandemic. Cash balances at 31 March 2022 were £1,620,577 (31 March 2021: £1,936,270).

Assets

The College's main assets include the leasehold land and buildings at Ashorne Hill and the fittings and equipment necessary to achieve the provision of education and training.

There have been no revaluations of fixed assets during the year and the Trustees are satisfied that the asset values are reasonably reflected in the balance sheet and that the rates of depreciation used are appropriate to reflect the diminution in value during the year.

Reserves

The Group's reserves total £5,745,106 of which £4,785,891 is held as fixed assets (of which £125,535 is held as restricted reserves). After deduction of designated funds of £1,461,950, this leaves the balance of free reserves as £nil.

As a residential training college within a Grade II* listed building AHMC incurs a high level of fixed costs in maintaining the fabric and condition of the facility. In the event of significantly adverse business conditions, the Trustees consider it prudent to hold minimum free reserves of £600,000, being approximately three months of overhead costs. Any free reserves held in excess of this minimum are retained to support the charity in times of financial uncertainty.

The Trustees confirm that the Charity will work to rebuild free reserves, and review funds that have been designated, in order to meet the minimum free reserves target of £600,000.

Subsidiary Company

In January 2005 a trading subsidiary, Ashorne Hill (Trading) Limited, was established to transact non-charitable business and gift aid profits back. The trading results of the subsidiary have been consolidated in the overall result of the Charity.

During the year, the subsidiary's turnover amounted to £97,618 (2020-21: £464). After administration charges and other costs, a surplus of £84,859 (2020-21: deficit of £4,582) was recorded by the subsidiary. An amount of £80,277 (2020-21: £nil) has been returned to the Charity under Gift Aid arrangements in June 2022.

Investment Powers and Authorities

Under the Memorandum of Association the College has the power to invest sums not immediately required for its purposes in such investments, securities or property as may be thought fit to fulfil its stated objectives, subject to any provisions or constraints imposed by law.

8. Plans for Future Periods

The College has weathered the period of uncertainty due to the global COVID-19 pandemic. Whilst business levels were severely impacted and staffing levels reduced, all effort is now focussed on rebuilding operations and business development to bring the College back to pre-COVID-19 operating levels.

9. Trustees' Responsibilities for the Financial Statements

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable

them to ensure that the financial statements comply with the Companies Act 2006 and also responsible for ensuring that the assets are properly applied in accordance with Charity Law. They are also responsible for safeguarding the assets of the charitable company and the

group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

10. Statement on Disclosure of Information to the Auditors



So far as each Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware.

Each Trustee has taken all the steps (such as making enquiries of other Trustees and the auditors and any other steps required by the Trustee's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Trustee in order to make himself aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

11. Auditor

A resolution to reappoint Dains Audit Ltd as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

 Trustee D. WILLIAMS Date 11TH OCTOBER 2022
 Trustee A.S. ISHERWOOD Date 11TH OCTOBER 2022

Independent Auditors' Report to the Members of Ashorne Hill Management College

Opinion

We have audited the financial statements of Ashorne Hill Management College (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022, which comprise the Consolidated Statement of Financial Activities, the Consolidated & Charity Balance Sheets, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and

Creating growth through people

- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the Trustees (who are also the directors of the group and the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

Our 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 senior statutory auditor 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 the parent charitable company through discussions with Trustees and other management, and from our commercial knowledge and experience of the charity sector;
- 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 the parent charitable company, including the financial reporting legislation, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Creating growth through people

We assessed the susceptibility of the group's and the parent charitable company's 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, their 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 relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the group's and the parent charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

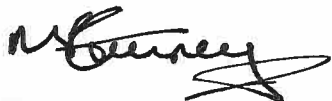
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Other matters

The financial statements of the group and parent charitable company for the year ended 31 March 2021 were audited by RSM UK Audit LLP who expressed an unmodified opinion on these financial statements on 15 October 2021.

Use of our report

This report is made solely to the group's and the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's and the parent charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and the parent charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Mark Gurney FCCA (Senior Statutory Auditor)

for and on behalf of
Dains Audit Limited

Statutory Auditor
Chartered Accountants

Birmingham

Date: 11 October 2022

**Consolidated Statement of Financial Activities (Incorporating
the Income & Expenditure Account)
For the year to 31st March 2022**

Ashorne Hill Management College
Registered No. 00889791

	Notes	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2021
		£	£	£	£
Income from:	1(e)				
Charitable activities	2	2,544,853	-	2,544,853	674,949
Other trading activities		125,214	-	125,214	32,025
Grants	3	128,029	-	128,029	808,737
Investments		180	-	180	1,239
Other sources (profit on disposal of fixed assets)		-	-	-	6,375
Total income		2,798,276	-	2,798,276	1,523,325
Expenditure on:	1(f)				
Charitable Activities	4	3,032,230	3,745	3,035,975	2,665,596
Raising funds	4	50,004	-	50,004	49,447
Other	5	288,000	-	288,000	189,000
Loss on disposal of fixed assets		5,034	-	5,034	-
Total expenditure		3,375,268	3,745	3,379,013	2,904,043
Net expenditure for the year		(576,992)	(3,745)	(580,737)	(1,380,718)
Net movement in funds		(576,992)	(3,745)	(580,737)	(1,380,718)
Total funds brought forward at 1 April		6,196,563	129,280	6,325,843	7,706,561
Total funds carried forward at 31 March		5,619,571	125,535	5,745,106	6,325,843

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

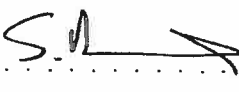
Consolidated & Charity Balance Sheets at 31 March 2022

Ashorne Hill Management College
Registered No. 00889791

	Notes	Group 31 March 2022 £	Charity 31 March 2022 £	Group 31 March 2021 £	Charity 31 March 2021 £
Fixed Assets					
Tangible Fixed Assets	11	4,785,891	4,785,891	4,943,430	4,943,430
Investments					
Shares in Ashorne Hill (Trading) Ltd		-	2	-	2
Current Assets					
Stocks	12	62,064	62,064	7,762	7,762
Debtors	13	597,001	631,521	230,050	234,830
Cash at bank and in hand		1,620,577	1,586,055	1,936,270	1,936,070
		<u>2,279,642</u>	<u>2,279,640</u>	<u>2,174,082</u>	<u>2,178,662</u>
Liabilities: amounts falling due within one year	14	<u>(1,198,344)</u>	<u>(1,198,344)</u>	<u>(669,586)</u>	<u>(669,586)</u>
Net Current Assets		<u>1,081,298</u>	<u>1,081,296</u>	<u>1,504,496</u>	<u>1,509,076</u>
Liabilities: amounts falling due in more than one year	14	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>
Total Assets less Liabilities		<u>5,745,106</u>	<u>5,745,106</u>	<u>6,325,843</u>	<u>6,330,425</u>
Funds					
Unrestricted Funds	17	5,619,571	5,619,571	6,196,563	6,201,145
Restricted Funds	17	125,535	125,535	129,280	129,280
Total Charity Funds		<u>5,745,106</u>	<u>5,745,106</u>	<u>6,325,843</u>	<u>6,330,425</u>

Approved & authorised for issue by the Board of Trustees and signed on its behalf:

Trustee  D. WILLIAMS

Trustee  A.S. ISHERWOOD

Date 11TH OCTOBER 2022

The notes on pages 15 to 28 form part of these financial statements.

Consolidated Statement of Cashflows for the year ended 31 March 2022
Ashorne Hill Management College
Registered No. 00889791

	Notes	£	Year to 31 March 2022 £	Year to 31 March 2021 £
Cashflows from operating activities				
Cash reduction from operations	(i)		(54,200)	(91,972)
Net cash outflow provided by operating activities			(54,200)	(91,972)
Cashflows from investing activities				
Interest received		180		1,239
Payments to acquire tangible fixed assets		(261,673)		(48,415)
Receipts from disposal of tangible fixed assets		-		6,375
Net cash used in investing activities			(261,493)	(40,801)
Change in cash and cash equivalents in the reporting period			(315,693)	(132,773)

Analysis of cash and cash equivalents

Cash and cash equivalents at the beginning of the reporting period	1,936,270	2,069,043
Cash and cash equivalents at the end of the reporting period	1,620,577	1,936,270

Notes to Statement of Cashflows

	Year to 31 March 2022 £	Year to 31 March 2021 £
(i) <u>Reconciliation of net expenditure to net cashflow from operating activities</u>		
Net expenditure	(580,737)	(1,380,718)
Interest receivable	(180)	(1,239)
Depreciation charges	414,178	431,553
Loss / (Profit) on disposal of fixed assets	5,034	(6,375)
(Increase) / Decrease in stocks	(54,302)	13,625
(Increase) / Decrease in debtors	(366,951)	627,632
Increase in creditors	528,758	223,550
Cash reduction from operations	(54,200)	(91,972)

Notes to the Financial Statements

1. Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) issued on 16 July 2014 and FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 £.

Ashorne Hill Management College meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going Concern

As the COVID-19 pandemic continues to evolve, stress testing of the College's operations and financial forecasts until 31 March 2024 has been carried out. This stress testing has satisfied the Trustees that the College is able to deal with the impact of the pandemic, by means of a combination of mitigation strategies and the utilisation, if necessary, of its financial reserves. On this basis, the Trustees are happy that the Charity is a going concern for a period of at least 12 months from the date of approval of these financial statements.

(c) Consolidation

The consolidated statement of financial activities, balance sheet and statement of cashflows include the charity and its trading subsidiary. The consolidation is prepared on a line-by-line basis. The trading subsidiary was established to transact non-charitable business and gift aid profits back to the Charity. Refer to Notes 13 for amounts owed to the Charity by the Trading Subsidiary. Refer to Note 20 for the financial summary of the trading subsidiary.

A separate statement of financial activities (SOFA) for the charity is not presented because it has taken advantage of the available exemption under Section 408 of the Companies Act 2006. The loss dealt within the financial statements of the parent company was £585,319 (2020-21: £1,376,136).

(d) Income and Expenditure Account

The Statement of Financial Activities on page 12 discloses the identical information as that of the Income and Expenditure account and as such no Income and Expenditure account has been prepared.

1. Accounting Policies (continued)**(e) Fund Accounting**

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Designated funds include a building reserve and a development fund (refer to Note 17).
- Restricted funds relate to donations and grants held for specific defined uses.

(f) Income

Income includes income from Training Courses and Training and Conference facilities excluding VAT. All income is included in the Statement of Financial Activities when receivable, i.e. when the course or event to which they relate takes place. Included in Course Income are course development funds that may be received from time to time. All income is generated from activities within the UK.

The income relating to courses or events invoiced in advance of the course or event taking place is treated as deferred income, credit for which is only taken during the accounting period in which that income is earned.

Other trading activities of £125,214 (2020-21: £32,025) include Rental and Sundry Income of £27,596 (2020-21: £31,561) and income generated by the Trading Subsidiary of £97,618 (2020-21: £464).

(g) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. It is analysed on an actual basis over categories consistent with the Charity's operating activities, using the following methods.

i. Fundraising costs

Expenditure incurred in the provision of facilities which are sublet or otherwise used to generate income from the subsidiary's trading activities and rents. Costs include rent payable, utility services, maintenance, administration cost allowances and depreciation.

ii. Charitable activities cost

This comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It is analysed into the following categories:

Training Courses - Expenditure incurred in the preparation and provision of residential and off-site courses, including training consultant emoluments, associate fees, direct and indirect overheads, administration and depreciation.

Training and Conference Facilities - Expenditure incurred in support of AHMC facilities including catering, housekeeping, front of house, information technology, maintenance of buildings, grounds and equipment, administration and depreciation.

1. Accounting Policies (continued)**iii. Support Costs**

Support costs include central functions and governance costs. All costs are allocated between the expenditure categories of the SOFA on the basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor area, per capita or estimated usage as set out in Note 4.

iv. Exceptional Items

The Group classifies certain one-off charges or credits that have a material impact on the Group's financial results as exceptional items. These are disclosed separately to provide further understanding of the financial performance of the Group.

(h) Fixed Assets

Fixed assets (excluding stocks and investments) are stated at cost less accumulated depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost or re-valued amounts of each asset in equal instalments over its expected useful life. Long Leasehold life, comprising structural improvements to buildings, has been reassessed to be until 28th September 2067, being the remainder of the lease (see note 1(o)). The other effective lives and rates of depreciation are as follows:

	<u>Depreciation Period</u>
Fixtures, fittings, tools & equipment, lift, car park	3 - 15 years
Telecommunications equipment	3 - 4 years
Motor Vehicles	4 - 10 years
Computer equipment	3 - 4 years

The Charity does not capitalise assets costing less than £250. Where there is some indication that the recoverable amount of a functional fixed asset is below its net book value an impairment review would be carried out, where possible on individual assets. A fixed asset is recognised for leasing agreements that transfer to the Charity substantially all the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

(i) Stocks

Stocks are shown at the lower of cost and net realisable value. These include catering supplies and fuel oil.

(j) Investments

The investment held as fixed assets is the value of the shares held in the subsidiary, Ashorne Hill (Trading) Limited. This is included in the financial statements at cost.

(k) Major Maintenance

Major repairs and renewals to the leasehold property are charged to the statement of financial activities in the year in which the charges arise.

1. Accounting Policies (continued)**(l) Pensions**

The College made contributions on behalf of employees into an Aviva personal pension scheme operated on a defined contribution basis. Contributions to the Group's defined contribution pension scheme are charged to the statement of financial activities in the year in which they become payable.

(l) Leases**i. Operating leases**

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

ii. Finance leases – the charity as lessee

An asset and corresponding liability are recognised for leasing agreements that transfer to the Charity substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

(m) Financial Instruments

The Group only has financial assets and liabilities of a kind that qualify as basic financial instruments and are not considered to be of financial nature. Such financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors - Trade debtors and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash at bank and in hand - Cash at bank and in hand includes cash and monies on short term deposits at the bank, other short-term liquid investments with original maturities of three months or less.

Creditors - Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1. Accounting Policies (continued)

(n) Employee benefits (continued)

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

(o) Critical accounting estimates and areas of judgement

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

In categorising leases as finance leases or operating leases, management makes judgements as to whether significant risks and rewards of ownership have transferred to the Company as lessee, or the lessee, where the Company is a lessor.

(p) Legal status of the charitable company

Ashorne Hill Management College is a charitable company and is also registered as a charity at the Charity Commission in England and Wales. The charitable company is limited by guarantee and as such has no issued share capital. The liability of its members in the event of the company being wound up is limited to £1,000.

The registered office and principal place of business is Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW. The group consists of Ashorne Hill Management College and its one subsidiary, Ashorne Hill (Trading) Ltd. The group's principal objective is the advancement of education and learning, in particular the raising of the standards of management and leadership skills, across all sectors.

(q) Government grants

The Coronavirus Job Retention Scheme Income is accounted for under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in the consolidated statement of financial activities in the same period as the related expenditure.

2. Charitable Activities

	Unrestricted £	2021-22 Total £	2020-21 Total £
Training Courses	776,824	776,824	566,465
Training & Conference Facilities	1,768,029	1,768,029	108,484
Total Income from Charitable Activities	2,544,853	2,544,853	674,949

3. Government grants

	Unrestricted £	2021-22 Total £	2020-21 Total £
Coronavirus Job Retention Scheme	128,029	128,029	808,737
Total Income from Donations	128,029	128,029	808,737

4. Expenditure

	Basis of Allocation	Unrestricted Funds			Restricted Funds	2021-22 Total	2020-21 Total
		Cost of Generating Funds	Training Courses	Conference Facilities	Conference Facilities		
		£	£	£		£	
Costs directly allocated to activities							
Training	Direct	-	347,368	-	-	347,368	451,136
Conferencing	Direct	-	-	1,152,524	-	1,152,524	730,511
Costs allocated to activities							
General office/admin staff		3,148	155,810	155,810	-	314,768	128,463
Office costs		776	38,404	38,404	-	77,584	77,110
Residences		12,795	-	-	-	12,795	9,398
Rent		3,277	1,650	27,073	-	32,000	255,719
Depreciation	Usage Floor Area	8,284	41,418	360,731	3,745	414,178	431,553
Legal & Professional	Area	920	45,536	45,536	-	91,992	55,982
Utilities	Usage	20,684	10,417	170,875	-	201,976	98,202
Business Development	Turnover Floor Area	-	56,479	56,479	-	112,958	169,118
Operations Planning	Staff	-	-	143,964	-	143,964	144,512
Estates Maintenance	Time Staff	-	9,875	161,997	-	171,872	148,165
Governance	Time	120	5,940	5,940	-	12,000	15,174
Totals		50,004	712,897	2,319,333	3,745	3,085,979	2,715,043

5. Other expenditure

	2021-22	2020-21
	£	£
Finance lease interest payable	288,000	189,000

6. Net income for the Year

This is stated after charging:	2021-22	2020-21
	£	£
Depreciation on owned assets	410,433	423,709
Depreciation on leased assets	3,745	7,844
Auditors' remuneration - Audit services	12,000	14,930
- Other	1,250	1,310

Charges for audit services of £12,000 are split as £9,000 for the Charity and £3,000 for Ashorne Hill (Trading) Ltd. Other services provided by Dains Audit Limited relate to Corporation Tax compliance services for Ashorne Hill (Trading) Ltd. For operating leases refer to Note 19.

7. Staff Costs and Numbers

The total staff costs of the Group comprised:

	Year ended 31 March 2022	Year ended 31 March 2021
	£	£
Salaries and wages (i)	1,441,621	1,476,944
Employer's NI costs	128,211	118,359
Pension costs	91,083	86,432
	<u>1,660,915</u>	<u>1,681,735</u>

Employees whose emoluments exceeded the annual rate of £60,000 during the period were as follows:

	Year ended 31 March 2022	Year ended 31 March 2021
	Number	Number
£60,001 to £70,000	2	3
£70,001 to £80,000	1	-

Pension costs for these employees, included in the above figures, in the period were £16,446 (2020-21: £15,699).

The average number of persons employed during the year was:

	Year ended 31 March 2022	Year ended 31 March 2021
	Number	Number
Training Consultants	3	2
Other full-time employees	42	49
Other part-time employees	15	15
	<u>60</u>	<u>66</u>

i) The trading subsidiary employs no staff.

Key management remuneration

The key management personnel of the parent charitable company comprise the Trustees and Mr EJ West, the Managing Director (and his predecessor, Mr J Carson, until 9th July 2021), being those responsible for the day-to-day running of the charity. The total employee benefits for key management personnel of the charitable company and group was £nil (2020-21: £nil). This amount is normally a recharge from Jaguar Land Rover of salary, pension and national insurance contributions for the Managing Director. This recharge has been waived by Jaguar Land Rover in the current and comparative periods. Reimbursement of Charity expenses totalling £nil were made to Mr J Carson and Mr EJ West in the year (2020-21: £nil). The other Trustees received no remuneration in respect of their duties as Trustees.

8. Trustee Remuneration

The Charity paid no remuneration to Trustees in respect of their duties as Trustees during the year. No retirement benefits are accruing to the Trustees under a pension scheme in respect of qualifying service. During the period £nil (2020-21 - £nil) charity expenses were reimbursed to any Trustee.

9. Related Party Transactions

Several of the Charity's Trustees are also directors or senior managers of Jaguar Land Rover Ltd, Tata Steel Europe Ltd (both part of the Tata group of companies) or Venues of Excellence. During the year the following business was transacted with those entities and Ashorne Hill (Trading) (company registration No: 05335543):

	2021-22 Transactions £	Balance at 31 March 2022 £	2020-2021 Transactions £	Balance at 31 March 2021 £
Charges to Ashorne Hill (Trading) for services	9,758	-	46	-
Amounts owed by Ashorne Hill (Trading)	-	34,520	-	4,780
Charges to Jaguar Land Rover for courses and services	459,966	176,144	6,259	-
Charges to other Tata Group companies for courses and services	6,631	7,957	16,810	-
Services supplied by Jaguar Land Rover	320,000	-	210,000	0
Services supplied by Venues of Excellence	7,925	4,671		

10. Taxation

As a charity AHMC is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its chargeable objects. No income tax charges have arisen in the Charity. The College is registered for VAT.

11. Tangible Fixed Assets

Group and Charity	Total	Long Leasehold Property	Fixtures, Fittings & Equipment	Motor Vehicles
Cost	£	£	£	£
At 1 April 2021	11,570,489	6,603,735	4,917,152	49,602
Additions	261,673	9,330	252,343	-
Disposals	(173,912)	-	(173,912)	-
At 31 March 2022	<u>11,658,250</u>	<u>6,613,065</u>	<u>4,995,583</u>	<u>49,602</u>
Accumulated Depreciation				
At 1 April 2021	6,627,059	2,573,733	4,020,399	32,927
Charge for year	414,178	115,753	294,328	4,097
Disposals	(168,878)	-	(168,878)	-
At 31 March 2022	<u>6,872,359</u>	<u>2,689,486</u>	<u>4,145,849</u>	<u>37,024</u>
Net Book Value				
At 31 March 2022	<u>4,785,891</u>	<u>3,923,579</u>	<u>849,734</u>	<u>12,578</u>
At 31 March 2021	<u>4,943,430</u>	<u>4,030,002</u>	<u>896,753</u>	<u>16,675</u>

The net book value of leased assets are £56,203 (2021: £57,438).

12. Stocks

Group and Charity	31 March 2022	31 March 2021
	£	£
Fuel	47,107	6,472
Catering Supplies	14,957	1,290
	<u>62,064</u>	<u>7,762</u>

13. Debtors

	31 Mar 2022 Group £	31 Mar 2022 Charity £	31 Mar 2021 Group £	31 Mar 2021 Charity £
Trade Debtors	504,572	504,572	67,201	67,201
Prepayments & Accrued Income	92,429	92,429	162,849	162,849
Amount due from subsidiary	-	34,520	-	4,780
	<u>597,001</u>	<u>631,521</u>	<u>230,050</u>	<u>234,830</u>

All amounts shown within debtors fall due for payment within one year.

14. Creditors: Amounts Falling Due within One Year

	31 Mar 2022 Group £	31 Mar 2022 Charity £	31 Mar 2021 Group £	31 Mar 2021 Charity £
Trade Creditors	159,230	159,230	30,033	30,033
Accruals	900,062	900,062	555,697	555,697
Deferred income	31,151	31,151	53,845	53,845
Other taxes & social security	107,901	107,901	30,011	30,011
	<u>1,198,344</u>	<u>1,198,344</u>	<u>669,586</u>	<u>669,586</u>

Deferred income at 31 March 2022 includes: £10,020 (2021: £32,500) for deferred course fees billed during 2021-22, but invoiced in advance; deposits for future events of £17,751 (2021: £17,936) and other charges billed in advance of £3,380 (2021: £3,409).

<i>Deferred income – Group & Charity</i>	2021-22 £	2020-21 £
Balance at 1 April	53,835	21,837
Amount released	(52,795)	(21,837)
Amount deferred	30,101	53,845
Balance at 31 March	<u>31,151</u>	<u>53,845</u>

Creditors: Amounts Falling Due after more than One Year

	31 Mar 2022 Group £	31 Mar 2022 Charity £	31 Mar 2021 Group £	31 Mar 2021 Charity £
Finance lease creditor	122,083	122,083	122,083	122,083
	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>

14. Creditors: Amounts Falling Due within One Year (continued)

Finance lease

Obligations under a finance lease are secured by the related assets and bear finance charges at a rate of 235.5% per annum (2020-21: 154.8% per annum).

	2021-22	2020-21
	£	£
The total future minimum lease payments are payable:		
Less than one year	288,000	189,000
Between one and five years	1,152,000	756,000
After five years	11,520,000	7,749,000
	<u>12,960,000</u>	<u>8,694,000</u>
Less: Future finance charges	(12,837,917)	(8,571,917)
	<u>122,083</u>	<u>122,083</u>

Finance lease payments represent rentals payable by the College for buildings. The lease does not include purchase options at the end of the lease period, and assets must only be used in furtherance of the Charity's objects. The lease expires on 28th September 2067.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets. The net book value of secured assets is disclosed in note 11.

15. Analysis of Net Assets Between Funds

Group at 31 March 2022	General	Building	Development	Restricted	Total
£	Funds	Reserve	Fund	Capital Fund	Funds
Fixed Assets & Investments	4,660,356	-	-	125,535	4,785,891
Current Assets	817,692	1,300,000	161,950	-	2,279,642
Current Liabilities	(1,198,344)	-	-	-	(1,198,344)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2022	<u>4,157,621</u>	<u>1,300,000</u>	<u>161,950</u>	<u>125,535</u>	<u>5,745,106</u>
Group at 31 March 2021	General	Building	Development	Restricted	Total
£	Funds	Reserve	Fund	Capital Fund	Funds
Fixed Assets & Investments	4,814,150	-	-	129,280	4,943,430
Current Assets	712,132	1,300,000	161,950	-	2,174,082
Current Liabilities	(669,586)	-	-	-	(669,586)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2021	<u>4,734,613</u>	<u>1,300,000</u>	<u>161,950</u>	<u>129,280</u>	<u>6,325,843</u>

15. Analysis of Net Assets Between Funds (continued)

Company at 31 March 2022					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,660,356	-	-	125,535	4,785,891
Current Assets	817,692	1,300,000	161,950	-	2,279,642
Current Liabilities	(1,198,344)	-	-	-	(1,198,344)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2022	4,157,621	1,300,000	161,950	125,535	5,745,106
Company at 31 March 2021					
£	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,814,152	-	-	129,280	4,943,432
Current Assets	716,712	1,300,000	161,950	-	2,178,662
Current Liabilities	(669,586)	-	-	-	(669,586)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2021	4,739,195	1,300,000	161,950	129,280	6,330,425

16. Movements in Funds

Group	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2021	4,734,613	1,300,000	161,950	129,280	6,325,843
Income	2,798,276	-	-	-	2,798,276
Expenditure	(3,375,268)	-	-	(3,745)	(3,379,013)
At 31 March 2022	4,157,621	1,300,000	161,950	125,535	5,745,106
Charity	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2021	4,739,195	1,300,000	161,950	129,280	6,330,425
Income	2,780,935	-	-	-	2,780,935
Expenditure	(3,362,509)	-	-	(3,745)	(3,366,254)
At 31 March 2022	4,157,621	1,300,000	161,950	125,535	5,745,106

16. Movements in Funds (continued)

Purposes of Designated & Restricted Funds

The Building Reserve is a designated fund for future building projects.

The Development Fund is a designated fund established to ensure that continuity is maintained by protecting resources for the development of new programmes and activities (training capability). In line with the 2021-22 Plan the development fund was maintained at £161,950.

The Restricted Capital Fund is for donations received from Jaguar Land Rover for the purpose of capital investment.

17. Pensions

The Charity has a Group Personal pension scheme operated by Aviva (previously Friends Life). This pension vehicle has also been used to automatically enrol all employees of AHMC into a pension scheme from 1st July 2014 – this being the enrolment date for AHMC as set-out by the Pensions Regulator.

The total cost of employer's pension contributions for College employees during 2021-22 was £91,083 (2020-21: £86,432).

18. Commitments under Operating Leases

At 31 March 2021 the Charity had total future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2022		31 March 2021	
	Land	Other	Land	Other
	£	£	£	£
Payments within one year	32,000	5,040	21,000	3,975
Payments between two and five years	128,000	11,141	84,000	10,506
Payments in over five years	1,296,000	-	871,500	-
	<u>1,456,000</u>	<u>16,181</u>	<u>976,500</u>	<u>14,481</u>

The total amount charged to the statement of financial activities in the year in respect of operating leases was £36,035 (2020-21: £34,572).

19. Subsidiary Undertakings

The Charity has one wholly owned subsidiary company, Ashorne Hill (Trading) Limited, which is registered in England and Wales (registered company number 5335543). The company arranges conferences and events as delegated by the Charity, in accordance with an operating licence held by the subsidiary. An administration charge is made by the Charity to the subsidiary for the use of College resources in accommodating and managing the events. This is disclosed in note 9.

19. Subsidiary Undertakings (continued)

The company gift aids all profits to the Charity and a summary of the financial results is shown as follows:

Income and Expenditure Account (£)	2021-22	2020-21
Turnover	97,618	464
Operating costs including administration charge	(12,759)	(5,046)
Operating Profit / (Loss)	<u>84,859</u>	<u>(4,582)</u>
(Loss) / Profit for the year	84,859	(4,582)
Gift Aid donation to parent undertaking	(80,277)	-
Retained in subsidiary	<u>4,582</u>	<u>(4,582)</u>
 Balance Sheet	 31 Mar 2022	 31 Mar 2021
	£	£
Current assets	34,522	200
Current liabilities	(34,520)	(4,780)
Net (liabilities) / assets	<u>2</u>	<u>(4,580)</u>
Called up share capital	2	2
Profit and loss account	-	(4,582)
Reserves	<u>2</u>	<u>(4,580)</u>

ASHORNE HILL MANAGEMENT COLLEGE

England & Wales - Charity number 528784

Accounts



Ashorne Hill Management College
(A company limited by guarantee)

Report and Financial Statements
For the year ended 31 March 2021

Company number 00889791
Charity number 528784

**Ashorne Hill Management College
(A company limited by guarantee)**

**Report and Financial Statements
For the year ended 31 March 2021**

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Trustees' Annual Report for the Year Ended 31 March 2021

The Trustees present their report and audited financial statements for the year ended 31 March 2021.

1. Reference and Administrative Information

Charity Name:	Ashorne Hill Management College ("AHMC", "the College")
Charity registration number:	528784
Company registration number:	00889791
Registered Office and Operational address	Ashorne Hill Leamington Spa Warwickshire CV33 9QW

2. Structure and Governance

The College is registered as a company limited by guarantee and is governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission.

As defined by the College's memorandum & articles of association, the members of the College are the Trustees of AHMC and such other persons or organisations as appointed by the Trustees. In the event of being wound up, every member of the College undertakes to contribute £1,000 for the payment of the debts and liabilities of the College.

The following persons acted as Trustees and Members during the financial year:

Mr I Harnett (Chair)	Jaguar Land Rover (resigned 6 th October 2020)
Mr D Williams (Chair)	Jaguar Land Rover (appointed 6 th October 2020)
Mr J Hall	Jaguar Land Rover
Mr C Elliot	Jaguar Land Rover (resigned 17 th May 2021)
Mr R Seacombe	Jaguar Land Rover (resigned 31 st December 2020)
Ms A Chick	Jaguar Land Rover
Mrs C Barber	Jaguar Land Rover
Mr AS Isherwood	Institute of Student Employers
Mrs M Jennings	Venues of Excellence (appointed 9 th March 2021)
Mr J Carson	AHMC (resigned 9 th July 2021)
Mr EJ West	AHMC (appointed 29 th June 2021)

The following person acted as Company Secretary during the financial year:
Mr C Hodgson AHMC

3. Relevant Organisations

Auditors – RSM UK Audit LLP, St Phillips Point, Temple Row, Birmingham, B2 5AF
Bankers - NatWest Bank Plc, 59 The Parade, Leamington Spa, Warwickshire, CV32 4BA
Solicitors - Wright Hassall, Olympus Avenue, Leamington Spa, Warwickshire, CV34 6BF

4. Aim and Objectives

Purpose of the Charity

The purpose of the College is set out in the objects contained in the charitable company's memorandum of association. In brief this is the advancement of education and learning and in particular the raising of the standards of management and leadership skills across all sectors.

Aim

The aim of the College is to be a management and leadership training provider of excellence by developing solutions to fulfil customers' training requirements. Expertise is offered in the fields of leadership, graduate development and management development through a complement of trainers and associates.

Charitable Activities and Public Benefit

The Trustees have considered this matter, in conjunction with the guidance contained in the Charity Commission's general guidance on public benefit, and have concluded that:

1. The aims of the organisation continue to be charitable;
2. The benefits are for the public, and are not unreasonably restricted in any way and certainly not by ability to pay; and
3. There is no detriment or harm arising from the aims or activities.

In accordance with the aim, the College provides management training across all business sectors. The training, whilst focussed at management level, is available through dedicated company programmes. Enhancing management skills clearly benefits both the individual and company with an added positive impact on the British economy. This provides personal development and, through work related assignments and feedback to line managers and HR Directors, organisational development is embedded post delivery. Delegates benefit from learning within a diverse community and AHMC promotes diversity on training courses to share and learn from a wide range of experiences.

The College has developed the Learning & Development Managers Network which involves keynote speakers and covers topical issues across a wide range of the private sector. The benefits are freely available to the members of these forums.

Training is also provided through the Conference Centre facilities; and this is a viable service provision in its own right. The facilities are booked at prices which are comparable with other similar centres and are available for public and charitable use.

The reserves of the charity are invested in improving the Grade 2* listed premises and the facilities available with the objective of delivering an enhanced training environment to generate future training revenues. The public, in the guise of training and conference participants as well as visitors, continues to enjoy the facilities on offer.

As a charity the general public have the assurance that all the income of the College must be applied for educational purposes. As an educational charity AHMC enjoys tax exemption on educational activities and investment income and gains as these are applied to the charitable aims. As a charity the College is also entitled to an 80% reduction on business

rates. The financial benefits received from these tax exemptions are all applied for educational purposes.

Environmental and Safety Responsibilities

In addition to the Charitable Activities, the College maintains health and safety as a top priority by investing significantly in both a safety management system and the training and development of staff. A Health & Safety Officer is in place to ensure a year on year improvement in cultural behaviour and attitude to working safely. A committee of employees hold regular meetings to discuss H&S issues. Planned audits of the site, its facilities and activities, are undertaken with a report to the Business Management Team, to ensure any necessary action is taken.

The College continues to develop its environmental policy with money saved through recycling initiatives being reinvested in sustainable energy. Waste management has been improved dramatically with much of the waste being recycled; the objective being to reduce the carbon footprint. Agreements currently in place cover the recycling of paper, cardboard, printer cartridges, glass, electric light bulbs and electrical hardware. Old furniture and educational materials are recycled through the second hand market or donated to other charities.

5. Management

The Board of Trustees

In order to match best practice guidance on good governance and to ensure all Trustees are active and fully involved in the running of the College, the number of Trustees is limited to 12. The composition of the Board of Trustees is designed to provide a mix of commercial and educational expertise to ensure that the charitable objects of the organisation are achieved. All Trustees give of their time freely and no remuneration is paid for their services as a Trustee.

The Trustees meet at least twice a year, receiving reports from a Commercial and Strategy Committee and a Finance and Audit Committee.

As the Trustees of the College, the Board is composed of not more than six Trustees nominated and appointed by the Executive Committee of Jaguar Land Rover Limited. Six additional Trustees are appointed by reason of their academic standing or commercial experience.

Trustee Induction and Training

Current Trustees identify suitable candidates who are invited to serve as Trustees. Potential candidates are appointed with a view to their professional competence and experience across a variety of sectors and across the training and conference industries.

New Trustees are offered a presentation about the history of the College, its aims and objectives. They are also provided with copies of the memorandum and articles of association, latest accounts, recent minutes and suitable Charity Commission guidance. On going training is also provided to ensure trustees are up-to-date with regard to their duties as trustees. This annual training includes, but is not limited to, updates with regard: the College's purpose and benefit to the public; the College's rules; what's best for the College and who it helps, and; the strategic, financial and operational risks to the College.

Sub Committees

The **Finance and Audit Committee** meets twice a year, the main duties of which are:

- To approve the annual accounts and trustees report for submission to the Trustees and members.
- To consider issues raised by the auditor.
- To monitor progress against financial targets in the annual plan.
- Ensure the integrity of financial systems.

The composition of the Finance and Audit Committee is J Hall, C Barber and J West with C Hodgson in attendance.

The **Commercial and Strategy Committee** also meets twice a year. The main duties of the Committee are:

- To review the progress made in achieving the Trustees' strategy.
- To consider business development activity, the College's operating environment and trends in the customer base.
- Consider how the objectives may be achieved in future years.

The composition of the Commercial and Strategy Committee is J West, A Chick, C Barber, M Jennings and S Isherwood.

Key Management Personnel and Business Management Team

The Trustees delegate day-to-day control of the College to the Managing Director, J West, who is noted, alongside the Trustees, as the Key Management Personnel. Trustees receive no remuneration in respect of their duties as Trustees. The Managing Director is a seconded employee of Jaguar Land Rover. Salary, pension and national insurance contributions for the Managing Director are governed and settled by Jaguar Land Rover.

The Managing Director is formally advised by the Business Management Team (BMT). The team consists of professional managers of the training, conference, support and finance functions and meets formally each month to review performance, future plans, prospects and resources.

Multi-disciplinary teams, usually led by BMT members, are appointed to progress specific objectives approved by the Trustees.

Related Parties and Dependency

The College is governed by Trustees (who also act as Members of the College) appointed by Jaguar Land Rover Limited which is part of the Tata Group of companies.

The College has no material dependency upon free services or other intangible income.

A trading subsidiary, Ashorne Hill (Trading) Limited, has been established to transact non-charitable business and gift aid profits back to the College.

6. Strategic Report

Risk Management

A Risk Register of the major risks to which the College is exposed is in place and is formally reviewed and amended annually. Systems and procedures are in place to mitigate risks and the progress against actions reviewed quarterly.

The principal risks to the College have been identified as: Governance, with respect to trustee conflicts of interest; Operational, in terms of competition and fire, and; Financial, being the risk of over-dependence on single income sources. These risks are managed through Trustees fully declaring conflicts of interest on an annual basis, management analysis and benchmarking of competitors, annual reviews of fire protection systems, controls and processes, and a strategic plan to diversify the College customer base.

In addition, the impact on the College due to regulatory changes is constantly reviewed both internally and by external specialists. Internal control risks are also minimised by the implementation of procedures for authorisation of all transactions and projects and the policies of the Quality Management System. Procedures are in place to ensure compliance with regulations. These procedures and policies are periodically reviewed to ensure that they continue to meet requirements.

Response to Need

Most of the training provision is developed at the specific request of the client to meet either a change management or re-engineering initiative. The training provided covers all levels of management from team leaders and new graduates to middle and senior management.

Close liaison with clients along with a well-managed feedback system is in place and is used to gauge satisfaction of the delivery/content of training and the learning environment. All feedback is channelled into regular reviews and actioned through the knowledge management and the facilities databases. All accepted changes then form the basis for future training programmes, service provision and facility enhancements.

Funding of Activities

Activities are funded by the charges made to clients for the provision of training, venue facilities and associated services. Additional income is earned from interest on bank deposits, rents from properties not currently used for training purposes and from recharges for telephone and other services provided for delegates. During the period ending 31 March 2021, income was generated from the following sources:

	2020-21		2019-20	
	£000	%	£000	%
Fees earned	675	44%	4,110	93%
Trading Subsidiary (Gift Aid)	<1	<1%	202	5%
Grant	809	53%	26	<1%
Rents and Sundry Income	32	2%	59	1%
Investment Income	1	<1%	6	<1%
Other Income	6	<1%	<1	<1%
	-----		-----	
Total Income	£1,523		£4,403	
	-----		-----	

Fund Raising

The College does not engage in fund raising activities.

7. Financial Review

As the COVID-19 pandemic has evolved during 2020 and into 2021, the impact on the College has been significant. Onsite operations ceased from late March 2020 until April 2021, when the College was able to reopen.

Virtual and digital training provision was ongoing throughout this period. The College has also benefitted from the Government Business Rates Relief provision and Coronavirus Job Retention Scheme.

In 2020-21 the College had a cash outflow from operating activities of £91,972 (2019-20: £22,889) from total income of £1,523,325 (2019-20: £4,403,084). After capital expenditure of £48,415 the College had an outflow of cash of £132,773 (2019-20: £215,348) and decrease in funds of £1,380,718 (2019-20: £243,873). This has decreased total funds to £6,325,843 at 31 March 2021 (£7,706,561 at 31 March 2020).

Cash reserves have been preserved well given the significant operating deficit caused by the operational impact of the Covid-19 pandemic.

Assets

The College's main assets include the leasehold land and buildings at Ashorne Hill and the fittings and equipment necessary to achieve the provision of education and training.

There have been no revaluations of fixed assets during the year and the Trustees are satisfied that the asset values are reasonably reflected in the balance sheet and that the rates of depreciation used are appropriate to reflect the diminution in value during the year.

Reserves

The Group's reserves total £6,325,843 of which £4,943,430 is held as fixed assets (of which £129,280 is held as restricted reserves). After deduction of designated funds of £1,461,950, this leaves the balance of free reserves as £nil.

As a residential training college within a Grade II* listed building AHMC incurs a high level of fixed costs in maintaining the fabric and condition of the facility. In the event of significantly adverse business conditions, the Trustees consider it prudent to hold minimum free reserves of £600,000, being approximately three months of overhead costs. Any free reserves held in excess of this minimum are retained to support the charity in times of financial uncertainty.

The Trustees confirm that the Charity will work to rebuild free reserves, and review funds that have been designated, in order to meet the minimum free reserves target of £600,000.

Subsidiary Company

In January 2005 a trading subsidiary, Ashorne Hill (Trading) Limited, was established to transact non-charitable business and gift aid profits back. The trading results of the subsidiary have been consolidated in the overall result of the Charity.

During the year, the subsidiary's turnover amounted to £464 (2019-20: £201,527). After administration charges and other costs, a deficit of £4,582 (2019-20: surplus of £176,814) was recorded by the subsidiary. An amount of £nil (2019-20: £176,814) has been returned to the Charity under Gift Aid arrangements in June 2020.

Investment Powers and Authorities

Under the Memorandum of Association the College has the power to invest sums not immediately required for its purposes in such investments, securities or property as may be thought fit to fulfil its stated objectives, subject to any provisions or constraints imposed by law.

In a policy statement approved by the Trustees in October 1995 and endorsed in November 2005, it was agreed that any accumulation of funds for which there is no immediate or short-term requirement should be placed on Clearing Bank deposit accounts or on the Money Market. Such funds should not be invested in fixed interest securities or equity holdings in order to minimise the risk of exposure to external economic circumstances.

8. Plans for Future Periods

The College is weathering the period of uncertainty due to the global COVID-19 pandemic. Whilst business levels have been severely impacted and staffing levels reduced, all effort is now focussed on business development to bring the College back to pre-COVID-19 operating levels.

9. Trustees' Responsibilities for the Financial Statements

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable

them to ensure that the financial statements comply with the Companies Act 2006 and also responsible for ensuring that the assets are properly applied in accordance with Charity Law. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

10. Statement on Disclosure of Information to the Auditors


So far as each Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware.


Each Trustee has taken all the steps (such as making enquiries of other Trustees and the auditors and any other steps required by the Trustee's duty to exercise due care, skill and diligence) that he ought to have taken in his duty as a Trustee in order to make himself aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

11. Auditor

A resolution to reappoint RSM UK Audit LLP as auditor for the ensuing year will be proposed at the forthcoming annual general meeting.

Approved by the Board of Trustees and signed on its behalf by:

 Trustee **E.J. WEST** Date **12/10/2021**

 Trustee **C. BARBER** Date **12/10/2021**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ASHORNE HILL MANAGEMENT COLLEGE

Opinion

We have audited the financial statements of Ashorne Hill Management College (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We have been appointed auditors under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the group and parent charitable company operate in and how the group and parent charitable company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the parent charitable company's governing document, tax legislation and Charities (Protection and Social Investment) Act 2016. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, remaining alert to new or unusual transactions which may not be in accordance with the governing documents and inspecting minute books and other internal records.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to employment law. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations.

The group audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Anna Spencer-Gray (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
St Philips Point
Temple Row
Birmingham
B2 5AF

Date 15 October 2021

**Consolidated Statement of Financial Activities (Incorporating
the Income & Expenditure Account)
For the year to 31st March 2021**

Ashorne Hill Management College
Registered No. 00889791

	Notes	Unrestricted Funds Year ended 31 March 2021	Restricted Funds Year ended 31 March 2021	Total Funds Year ended 31 March 2021	Total Funds Year ended 31 March 2020
		£	£	£	£
Income from:	1(e)				
Charitable activities	2	674,949	-	674,949	4,109,855
Other trading activities		32,025	-	32,025	260,219
Grants	3	808,737	-	808,737	26,273
Investments (bank interest)		1,239	-	1,239	6,504
Other sources (profit on disposal of fixed assets)		6,375	-	6,375	233
Total income		1,523,325	-	1,523,325	4,403,084
Expenditure on:	1(f)				
Charitable Activities	4	2,657,752	7,844	2,665,596	4,401,787
Raising funds	4	49,447	-	49,447	56,170
Other	5	189,000	-	189,000	189,000
Total expenditure		2,896,199	7,844	2,904,043	4,646,957
Net expenditure for the year		(1,372,874)	(7,844)	(1,380,718)	(243,873)
Net movement in funds		(1,372,874)	(7,844)	(1,380,718)	(243,873)
Total funds brought forward at 1 April		7,569,437	137,124	7,706,561	7,950,434
Total funds carried forward at 31 March		6,196,563	129,280	6,325,843	7,706,561

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

Consolidated & Charity Balance Sheets at 31 March 2021

Ashorne Hill Management College
Registered No. 00889791

	Notes	Group 31 March 2021 £	Charity 31 March 2021 £	Group 31 March 2020 £	Charity 31 March 2020 £
Fixed Assets					
Tangible Fixed Assets	11	4,943,430	4,943,430	5,326,568	5,326,568
Investments					
Shares in Ashorne Hill (Trading) Ltd		-	2	-	2
Current Assets					
Stocks	12	7,762	7,762	21,387	21,387
Debtors	13	230,050	234,830	857,684	1,038,995
Cash at bank and in hand		1,936,270	1,936,070	2,069,043	1,887,730
		<u>2,174,082</u>	<u>2,178,662</u>	<u>2,948,114</u>	<u>2,948,112</u>
Liabilities: amounts falling due within one year	14	<u>(669,586)</u>	<u>(669,586)</u>	<u>(446,038)</u>	<u>(446,038)</u>
Net Current Assets		<u>1,504,496</u>	<u>1,509,076</u>	<u>2,502,076</u>	<u>2,502,074</u>
Liabilities: amounts falling due in more than one year	14	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>	<u>(122,083)</u>
Total Assets less Liabilities		<u>6,325,843</u>	<u>6,330,425</u>	<u>7,706,561</u>	<u>7,706,561</u>
Funds					
Unrestricted Funds	17	6,196,563	6,201,145	7,569,437	7,569,437
Restricted Funds	17	129,280	129,280	137,124	137,124
Total Charity Funds		<u>6,325,843</u>	<u>6,330,425</u>	<u>7,706,561</u>	<u>7,706,561</u>

Approved & authorised for issue by the Board of Trustees and signed on its behalf:


..... E. J. WEST
Trustee


..... C. BARBER
Trustee

Date 12/10/2021

The notes on pages 15 to 28 form part of these financial statements.

Consolidated Statement of Cashflows for the year ended 31 March 2021
Ashorne Hill Management College
Registered No. 00889791

	Notes	£	Year to 31 March 2021 £	Year to 31 March 2020 £
Cashflows from operating activities				
Cash reduction from operations	(i)		(91,972)	(22,889)
Net cash outflow provided by operating activities			(91,972)	(22,889)
Cashflows from investing activities				
Interest received		1,239		6,504
Payments to acquire tangible fixed assets		(48,415)		(199,196)
Receipts from disposal of tangible fixed assets		6,375		233
Net cash used in investing activities			(40,801)	(192,459)
Change in cash and cash equivalents in the reporting period			(132,773)	(215,348)
Analysis of cash and cash equivalents				
Cash and cash equivalents at the beginning of the reporting period			2,069,043	2,284,391
Cash and cash equivalents at the end of the reporting period			1,936,270	2,069,043
Notes to Statement of Cashflows				
(i) <u>Reconciliation of net expenditure to net cashflow from operating activities</u>			Year to 31 March 2021 £	Year to 31 March 2020 £
Net expenditure			(1,380,718)	(243,873)
Interest receivable			(1,239)	(6,504)
Depreciation charges			431,553	494,334
Profit on disposal of fixed assets			(6,375)	(233)
Decrease in stocks			13,625	6,023
Decrease in debtors			627,632	179,384
Increase / (decrease) in creditors			223,550	(452,020)
Cash reduction from operations			(91,972)	(22,889)

Notes to the Financial Statements**1. Accounting Policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

(a) Basis of Accounting

The financial statements have been prepared in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland" (Charities SORP (FRS 102)) issued on 16 July 2014 and FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2015.

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 £.

Ashorne Hill Management College meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Going Concern

As the COVID-19 pandemic continues to evolve, stress testing of the College's operations and financial forecasts until 31 March 2023 has been carried out. This stress testing has satisfied the Trustees that the College is able to deal with the impact of the pandemic, by means of a combination of mitigation strategies and the utilisation, if necessary, of its financial reserves.

(c) Consolidation

The consolidated statement of financial activities, balance sheet and statement of cashflows include the charity and its trading subsidiary. The consolidation is prepared on a line-by-line basis. The trading subsidiary was established to transact non-charitable business and gift aid profits back to the Charity. Refer to Notes 13 for amounts owed to the Charity by the Trading Subsidiary. Refer to Note 21 for the financial summary of the trading subsidiary.

A separate statement of financial activities (SOFA) for the charity is not presented because it has taken advantage of the available exemption under Section 408 of the Companies Act 2006. The loss dealt within the financial statements of the parent company was £1,376,136 (2019-20: £420,687).

(d) Income and Expenditure Account

The Statement of Financial Activities on page 12 discloses the identical information as that of the Income and Expenditure account and as such no Income and Expenditure account has been prepared.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

(e) Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Designated funds include a building reserve and a development fund (refer to Note 17).
- Restricted funds relate to donations and grants held for specific defined uses.

(f) Income

Income includes income from Training Courses and Training and Conference facilities excluding VAT. All income is included in the Statement of Financial Activities when receivable, i.e. when the course or event to which they relate takes place. Included in Course Income are course development funds that may be received from time to time. All income is generated from activities within the UK.

The income relating to courses or events invoiced in advance of the course or event taking place is treated as deferred income, credit for which is only taken during the accounting period in which that income is earned.

Other trading activities of £32,025 (2019-20: £260,219) include Rental and Sundry Income of £31,561 ((2019-20: £58,692) and income generated by the Trading Subsidiary of £464 ((2019-20: £201,527).

(g) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. It is analysed on an actual basis over categories consistent with the Charity's operating activities, using the following methods.

i. Fundraising costs

Expenditure incurred in the provision of facilities which are sublet or otherwise used to generate income from the subsidiary's trading activities and rents. Costs include rent payable, utility services, maintenance, administration cost allowances and depreciation.

ii. Charitable activities cost

This comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. It is analysed into the following categories:

Training Courses - Expenditure incurred in the preparation and provision of residential and off-site courses, including training consultant emoluments, associate fees, direct and indirect overheads, administration and depreciation.

Training and Conference Facilities - Expenditure incurred in support of AHMC facilities including catering, housekeeping, front of house, information technology, maintenance of buildings, grounds and equipment, administration and depreciation.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

iii. Support Costs

Support costs include central functions and governance costs. All costs are allocated between the expenditure categories of the SOFA on the basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor area, per capita or estimated usage as set out in Note 4.

iv. Exceptional Items

The Group classifies certain one-off charges or credits that have a material impact on the Group's financial results as exceptional items. These are disclosed separately to provide further understanding of the financial performance of the Group.

(h) **Fixed Assets**

Fixed assets (excluding stocks and investments) are stated at cost less accumulated depreciation and any impairment losses. Depreciation is provided at rates calculated to write off the cost or re-valued amounts of each asset in equal instalments over its expected useful life. Long Leasehold life, comprising structural improvements to buildings, has been reassessed to be until 28th September 2067, being the remainder of the lease (see note 1(o)). The other effective lives and rates of depreciation are as follows:

	<u>Depreciation Period</u>
Fixtures, fittings, tools & equipment, lift, car park	3 -15 years
Telecommunications equipment	3 - 4 years
Motor Vehicles	4 – 10 years
Computer equipment	3 - 4 years

The Charity does not capitalise assets costing less than £250. Where there is some indication that the recoverable amount of a functional fixed asset is below its net book value an impairment review would be carried out, where possible on individual assets. A fixed asset is recognised for leasing agreements that transfer to the Charity substantially all the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease.

(i) **Stocks**

Stocks are shown at the lower of cost and net realisable value. These include catering supplies and fuel oil.

(j) **Investments**

The investment held as fixed assets is the value of the shares held in the subsidiary, Ashorne Hill (Trading) Limited. This is included in the financial statements at cost.

(k) **Major Maintenance**

Major repairs and renewals to the leasehold property are charged to the statement of financial activities in the year in which the charges arise.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

(l) Pensions

The College made contributions on behalf of employees into an Aviva personal pension scheme operated on a defined contribution basis. Contributions to the Group's defined contribution pension scheme are charged to the statement of financial activities in the year in which they become payable.

(l) Leases

i. Operating leases

Operating lease rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

ii. Finance leases – the charity as lessee

An asset and corresponding liability are recognised for leasing agreements that transfer to the Charity substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

(m) Financial Instruments

The Group only has financial assets and liabilities of a kind that qualify as basic financial instruments and are not considered to be of financial nature. Such financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors - Trade debtors and other debtors which are receivable within one year and which do not constitute a financing transaction are initially measured at the transaction price. Trade debtors and other debtors are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Cash at bank and in hand - Cash at bank and in hand includes cash and monies on short term deposits at the bank, other short-term liquid investments with original maturities of three months or less.

Creditors - Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

(n) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Notes to the Financial Statements (continued)

1. Accounting Policies (continued)

(n) Employee benefits (continued)

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

(o) Critical accounting estimates and areas of judgement

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

In categorising leases as finance leases or operating leases, management makes judgements as to whether significant risks and rewards of ownership have transferred to the Company as lessee, or the lessee, where the Company is a lessor.

(p) Legal status of the charitable company

Ashorne Hill Management College is a charitable company and is also registered as a charity at the Charity Commission in England and Wales. The charitable company is limited by guarantee and as such has no issued share capital. The liability of its members in the event of the company being wound up is limited to £1,000.

The registered office and principal place of business is Ashorne Hill, Leamington Spa, Warwickshire CV33 9QW. The group consists of Ashorne Hill Management College and its one subsidiary, Ashorne Hill (Trading) Ltd. The group's principal objective is the advancement of education and learning, in particular the raising of the standards of management and leadership skills, across all sectors.

2. Charitable Activities

	Unrestricted £	2020-21 Total £	2019-20 Total £
Training Courses	566,465	566,465	1,345,793
Training & Conference Facilities	108,484	108,484	2,764,062
	-----	-----	-----
Total Income from Charitable Activities	674,949	674,949	4,109,855
	-----	-----	-----

3. Grants

	Unrestricted £	2020-21 Total £	2019-20 Total £
Coronavirus Job Retention Scheme	808,737	808,737	26,273
	-----	-----	-----
Total Income from Donations	808,737	808,737	26,273
	-----	-----	-----

4. Expenditure

	Basis of Allocation	Unrestricted Funds			Restricted Funds	2020-21 Total	2019-20 Total
		Cost of Generating Funds	Training Courses	Conference Facilities	Conference Facilities		
		£	£	£		£	
Costs directly allocated to activities							
Training – payroll	Direct	-	185,846	-	-	185,846	308,341
Training – Other	Direct	-	73,146	-	-	73,146	268,412
e-learning	Direct	-	192,144	-	-	192,144	215,967
Catering & Bar	Direct	-	-	383,146	-	383,146	1,009,139
Front of House	Direct	-	-	150,253	-	150,253	226,236
Housekeeping	Direct	-	-	190,083	-	190,083	283,396
Commission	Direct	-	-	4,546	-	4,546	80,543
Ops Planning - other	Direct	-	-	2,483	-	2,483	21,786
Costs allocated to activities							
General office/finance staff	Staff Time	1,283	63,590	63,590	-	128,463	408,291
Sundry maintenance	Usage Per capita	-	5,586	5,586	-	11,172	14,976
Office costs	PC users	-	15,970	15,970	-	31,940	44,530
IT contractors	PC users	-	16,999	16,999	-	33,998	34,966
Residences	Usage Floor Area	9,398	-	-	-	9,398	10,697
Rent	Usage Floor Area	26,189	13,188	216,342	-	255,719	47,844
Depreciation	Usage	2,368	9,799	411,542	7,844	431,553	494,334
Legal & Professional	Turnover Floor Area	-	27,991	27,991	-	55,982	110,898
Utilities	Staff	10,057	5,065	83,080	-	98,202	259,685
Bus Dev - Payroll	Staff Time	-	73,034	73,034	-	146,068	169,958
Bus Dev - Other	Staff Time	-	11,525	11,525	-	23,050	59,622
Ops Planning – Payroll	Staff Time	-	57,805	86,707	-	144,512	177,311
Estates – Payroll	Floor Area	-	6,023	98,804	-	104,827	120,085
Estates – Maintenance	Floor Area	-	2,490	40,848	-	43,338	77,800
Governance Costs	Staff Time	152	7,511	7,511	-	15,174	13,141
Totals		49,447	767,712	1,890,040	7,844	2,715,043	4,457,958

5. Other expenditure

	2020-21	2019-2020
	£	£
Finance lease interest payable	189,000	189,000
	-----	-----

6. Net income for the Year

This is stated after charging:	2020-21	2019-20
	£	£
Depreciation on owned assets	431,553	494,334
Auditors' remuneration - Audit services	14,930	12,600
- Other	1,310	1,500
	-----	-----

Charges for audit services of £14,930 are split as £11,680 for the Charity and £3,250 for Ashorne Hill (Trading) Ltd. Other services provided by RSM UK relate to Corporation Tax compliance services for Ashorne Hill (Trading) Ltd. For operating leases refer to Note 19.

7. Staff Costs and Numbers

The total staff costs of the Group comprised:

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Salaries and wages <i>i, ii</i>	1,476,944	1,982,081
Employer's NI costs	118,359	168,589
Pension costs	86,432	122,657
	-----	-----
	1,681,735	2,273,327
	-----	-----

Employees whose emoluments exceeded the annual rate of £60,000 during the period were as follows:

	Year ended 31 March 2021	Year ended 31 March 2020
	Number	Number
£60,001 to £70,000	3	3

Pension costs for these employees in the period were £15,699 (2019-20: £13,188).

The average number of persons employed during the year was:

	Year ended 31 March 2020	Year ended 31 March 2020
	Number	Number
Training Consultants	2	4
Other full time employees	49	62
Other part time employees	15	18
	---	---
	66	84
	---	---

- i)* The staff costs above include £nil which was paid as a management fee for the services of one member of senior staff during the year (2019-20: £124,800).
- ii)* The trading subsidiary employs no staff.

7. Staff Costs and Numbers (continued)

Key management remuneration

The key management personnel of the parent charitable company comprise the Trustees and Mr J Carson, the Managing Director, being those responsible for the day-to-day running of the charity. The total employee benefits for key management personnel of the charitable company and group was £nil (2019-20: £124,800 – see also note 7(i)). This amount is a recharge from Jaguar Land Rover of salary, pension and national insurance contributions for the Managing Director. Reimbursement of Charity expenses totalling £nil were made to Mr J Carson in the year (2019-20: £260.82). The other Trustees received no remuneration in respect of their duties as Trustees.

8. Trustee Remuneration

The Charity paid no remuneration to Trustees in respect of their duties as Trustees during the year. No retirement benefits are accruing to the Trustees under a pension scheme in respect of qualifying service. During the period travel costs amounting to £nil (2019-20 - £237) were reimbursed to no Trustees (2019-20 – 1).

9. Related Party Transactions

Several of the Charity's Trustees are also directors or senior managers of Jaguar Land Rover Ltd or Tata Steel Europe Ltd (both part of the Tata group of companies). During the year the following business was transacted with Ashorne Hill (Trading) (company registration No: 05335543), Jaguar Land Rover and the Tata Group:

	2020-2021 Transactions	Balance at 31 March 2021	2019-20 Transactions	Balance at 31 March 2020
	£	£	£	£
Charges to Ashorne Hill (Trading) for services	46	-	24,653	-
Amounts owed by Ashorne Hill (Trading)	-	4,780	-	181,312
Charges to Jaguar Land Rover for courses and services	6,259	-	1,132,273	437,438
Charges to other Tata Group companies for courses and services	16,810	-	139,300	15,894
Services supplied by Jaguar Land Rover	210,000	0	210,000	0

10. Taxation

As a charity AHMC is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its chargeable objects. No income tax charges have arisen in the Charity. The College is registered for VAT.

11. Tangible Fixed Assets

Group and Charity

	Total	Long Leasehold Property	Fixtures, Fittings & Equipment	Motor Vehicles
Cost	£	£	£	£
At 1 April 2020	11,671,515	6,603,735	5,007,128	60,652
Additions	48,415	-	43,215	5,200
Disposals	(149,441)	-	(133,191)	(16,250)
At 31 March 2021	<u>11,570,489</u>	<u>6,603,735</u>	<u>4,917,152</u>	<u>49,602</u>

Accumulated Depreciation

At 1 April 2020	6,344,947	2,455,353	3,844,514	45,080
Charge for year	431,553	118,380	309,076	4,097
Disposals	(149,441)	-	(133,191)	(16,250)
At 31 March 2021	<u>6,627,059</u>	<u>2,573,733</u>	<u>4,020,399</u>	<u>32,927</u>

Net Book Value

At 31 March 2021	<u>4,943,430</u>	<u>4,030,002</u>	<u>896,753</u>	<u>16,675</u>
At 31 March 2020	<u>5,326,568</u>	<u>4,148,382</u>	<u>1,162,614</u>	<u>15,572</u>

12. Stocks

Group and Charity

	31 March 2021	31 March 2020
	£	£
Fuel	6,472	21,387
Catering Supplies	1,290	-
	<u>7,762</u>	<u>21,387</u>

13. Debtors

	31 Mar 2021 Group £	31 Mar 2021 Charity £	31 Mar 2020 Group £	31 Mar 2020 Charity £
Trade Debtors	67,201	67,201	702,580	702,580
Prepayments & Accrued Income	162,849	162,849	155,103	155,103
Amount due from subsidiary	-	4,780	-	181,312
	<u>230,050</u>	<u>234,830</u>	<u>857,683</u>	<u>1,038,995</u>

All amounts shown within debtors fall due for payment within one year.

14. Creditors: Amounts Falling Due within One Year

	31 Mar 2021 Group £	31 Mar 2021 Charity £	31 Mar 2020 Group £	31 Mar 2020 Charity £
Trade Creditors	30,033	30,033	78,460	78,460
Accruals	555,697	555,697	220,627	220,627
Deferred income	53,845	53,845	21,837	21,837
Other taxes & social security	30,011	30,011	125,114	125,114
	<u>669,586</u>	<u>669,586</u>	<u>446,038</u>	<u>446,038</u>

Deferred income at 31 March 2021 includes: £32,500 (2020: £7,804) for deferred course fees billed during 2020-21, but invoiced in advance; deposits for future events of £17,936 (2020: £10,624) and other charges billed in advance of £3,409 (20120: £3,409).

<i>Deferred income – Group & Charity</i>	2020-21 £	2019-20 £
Balance at 1 April	21,837	50,464
Amount released	(21,837)	(50,464)
Amount deferred	53,845	21,837
	<u>53,845</u>	<u>21,837</u>

Creditors: Amounts Falling Due after more than One Year

	31 Mar 2021 Group £	31 Mar 2021 Charity £	31 Mar 2020 Group £	31 Mar 2020 Charity £
Finance lease creditor	122,083	122,083	122,083	122,083
	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>	<u>122,083</u>

14. Creditors: Amounts Falling Due within One Year (continued)

Finance lease

Obligations under a finance lease are secured by the related assets and bear finance charges at a rate of 154.8% per annum (2019-20: 154.8% per annum).

	2020-21 £	2019-20 £
The total future minimum lease payments are payable:		
Less than one year	189,000	189,000
Between one and five years	756,000	756,000
After five years	7,749,000	7,938,000
	-----	-----
	8,694,000	8,883,000
Less: Future finance charges	(8,571,917)	(8,760,917)
	-----	-----
	122,083	122,083
	-----	-----

Finance lease payments represent rentals payable by the College for buildings. The lease does not include purchase options at the end of the lease period, and assets must only be used in furtherance of the Charity's objects. The lease expires on 28th September 2067.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets. The net book value of secured assets is disclosed in note 11.

15. Financial instruments

	31 Mar 2021 Group £	31 Mar 2021 Charity £	31 Mar 2020 Group £	31 Mar 2020 Charity £
Carrying amount of financial assets measured at amortised cost	67,201	71,981	711,055	892,367
Carrying amount of financial liabilities Measured at amortised cost	(707,814)	(707,814)	(421,169)	(421,169)

16. Analysis of Net Assets Between Funds

Group £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,814,150	-	-	129,280	4,943,430
Current Assets	712,132	1,300,000	161,950	-	2,174,082
Current Liabilities	(669,586)	-	-	-	(669,586)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
	-----	-----	-----	-----	-----
At 31 March 2021	4,734,613	1,300,000	161,950	129,280	6,325,843
	-----	-----	-----	-----	-----

Company £	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
Fixed Assets & Investments	4,814,152	-	-	129,280	4,943,432
Current Assets	716,712	1,300,000	161,950	-	2,178,662
Current Liabilities	(669,586)	-	-	-	(669,586)
Long-term Liabilities	(122,083)	-	-	-	(122,083)
At 31 March 2021	4,739,195	1,300,000	161,950	129,280	6,330,425

17. Movements in Funds

Group	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2020	6,107,487	1,300,000	161,950	137,124	7,706,561
Income	1,523,325	-	-	-	1,523,325
Expenditure	(2,896,199)	-	-	(7,844)	(2,904,043)
At 31 March 2021	4,734,613	1,300,000	161,950	129,280	6,325,843

Charity	General Funds	Building Reserve	Development Fund	Restricted Capital Fund	Total Funds
	£	£	£		£
At 1 April 2020	6,107,487	1,300,000	161,950	137,124	7,706,561
Income	1,522,861	-	-	-	1,522,861
Expenditure	(2,891,153)	-	-	(7,844)	(2,898,997)
At 31 March 2021	4,739,195	1,300,000	161,950	129,280	6,330,425

Purposes of Designated Funds

Building Reserve

Changes to the Building Reserve are approved by the Trustees; the reserves policy is aligned with projected expenditure requirements.

Development Fund

The Development Fund, a designated fund established by the Trustees, was created to ensure that continuity was maintained by protecting resources for the development of new programmes and activities (training capability).

The fund supplements the normal development effort, which will continue to be funded from income, and use of the fund is monitored by the Trustees. In line with the 2020-21 Plan the development fund was maintained at £161,950.

Restricted Capital Fund

Fund for donations received from Jaguar Land Rover for the purpose of capital investment.

18. Pensions

The Charity has a Group Personal pension scheme operated by Aviva (previously Friends Life). This pension vehicle has also been used to automatically enrol all employees of AHMC into a pension scheme from 1st July 2014 – this being the enrolment date for AHMC as set-out by the Pensions Regulator.

The total cost of employer's pension contributions for College employees during 2020-21 was £86,432 (2019-20: £122,657).

19. Commitments under Operating Leases

At 31 March 2021 the Charity had total future minimum lease payments under non-cancellable operating leases as follows:

	31 March 2021		31 March 2020	
	Land	Other	Land	Other
	£	£	£	£
Payments within one year	21,000	3,975	21,000	9,449
Payments between two and five years	84,000	10,506	84,000	2,868
Payments in over five years	871,500	-	892,500	-
	-----	-----	-----	-----
	976,500	14,481	997,500	12,317
	-----	-----	-----	-----

The total amount charged to the statement of financial activities in the year in respect of operating leases was £34,572 (2019-20: £34,278).

20. Capital Commitments

At 31 March 2021 the Charity had capital commitments amounting to £nil contracted for but not provided for in these financial statements (31 March 2020: £nil).

21. Subsidiary Undertakings

The Charity has one wholly owned subsidiary company, Ashorne Hill (Trading) Limited, which is registered in England and Wales (registered company number 5335543). The company arranges conferences and events as delegated by the Charity, in accordance with an operating licence held by the subsidiary. An administration charge is made by the Charity to the subsidiary for the use of College resources in accommodating and managing the events. This is disclosed in note 9.

The company gift aids all profits to the Charity and a summary of the financial results is shown overleaf.

Income and Expenditure Account	2020-21	2019-20
	£	£
Turnover	464	201,527
Operating costs including administration charge	(5,046)	(24,713)
	-----	-----
Operating (Loss) / Profit	(4,582)	176,814
	-----	-----
(Loss) / Profit for the year	(4,582)	176,814
Gift Aid donation to parent undertaking	-	(176,814)
	-----	-----
Retained in subsidiary	(4,582)	-
	-----	-----
 Balance Sheet	 31 Mar 2021	 31 Mar 2020
	£	£
Current assets	200	181,314
Current liabilities	(4,780)	(181,312)
	-----	-----
Net (liabilities) / assets	(4,580)	2
	-----	-----
Called up share capital	2	2
Profit and loss account	(4,582)	-
	-----	-----
Reserves	(4,580)	2
	-----	-----