



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

			Year to 31 March 2021	Year to 31 March 2020
	Notes	£	£	£
<u>Cashflows from operating activities</u>				
Cash reduction from operations	(i)		(91,972)	(22,889)
Net cash outflow provided by operating activities			(91,972)	(22,889)
<u>Cashflows from investing activities</u>				
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

	Year to 31 March 2021 £	Year to 31 March 2020 £
(i) <u>Reconciliation of net expenditure to net cashflow from operating activities</u>		
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)

Ashorne Hill Management College**Year Ended 31 March 2021****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	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	Time	-	73,034	73,034	-	146,068	169,958
Bus Dev - Other	Staff	-	11,525	11,525	-	23,050	59,622
Ops Planning – Payroll	Time	-	57,805	86,707	-	144,512	177,311
Estates – Payroll	Floor Area	-	6,023	98,804	-	104,827	120,085
Estates – Maintenance	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 Number	Year ended 31 March 2020 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 Number	Year ended 31 March 2020 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 (2020: £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>
Balance at 31 March		

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
	<u>8,694,000</u>	<u>8,883,000</u>
Less: Future finance charges	(8,571,917)	(8,760,917)
	<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. 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	<u>4,734,613</u>	<u>1,300,000</u>	<u>161,950</u>	<u>129,280</u>	<u>6,325,843</u>

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
	-----	-----