LICENSED TRADE CHARITY

Trustees' Report

and Financial Statements for the year ended 31 December 2025





Transforming Lives Unleashing Potential

LICENSED TRADE CHARITY

PATRON HM THE KING

LVS Ascot

PATRON HM THE KING

LVS Hassocks

PATRON HM THE KING

LVS Oxford

Reference and administrative details of the Charity, its Trustees and advisors for the year ended 31 December 2025

Trustees

- Ludovick Halik (Chair of Trustees and Vice Chair of Oxford Governing Body)
- Tracy Bird (Charity Services & Vice Chair - Membership)
- Roy Boulter (Resigned October 2025)
- Toby Brett (Chair - Membership and Chair of Ascot Governing Body)
- Gerry Cleary (Resigned April 2025)
- Mike Clist (Charity Services, Chair of Hassocks Governing Body)
- Shirley Couchman (Elected April 2025)
- Pat Duddy (Vice Chair – Charity Services)
- Paul Hegarty (Chair of Oxford Governing Body November 2025)
- Trevor Heyburn (Hassocks Governing Body)
- Mike Hill (Immediate Past Chairman, Elvian Ltd, Ascot Governing Body)
- Annette King (Chair – Charity Services)
- Neil Morgan (Elected April 2025)
- Jeremy Phillips KC
- Peter Raynsford (Charity Services, Chair – Pension Committee)
- Pauline Ross (Resigned April 2025)
- Trevor Sparks (Vice Chair - Ascot Governing Body, Pensions Committee, Investments Committee)
- Hamish Stoddart (Elected October 2025)
- Tanya Wicks (Elected October 2025)
- Paul Wigham (Chair – Investment Committee)
- George Wishart (Charity Services)

Chief Executive Officer 2025

Chris Welham

Charity Registered Number

230011

Registered Office

Heatherley, London Road, Ascot, Berkshire SL5 8DR

Auditors

James Cowper Kreston Audit, Apex, Forbury Road, Reading, Berkshire, RG1 1AX

Bankers

Lloyds Bank Plc, 10 High Street, Bracknell, RG12 1BT

Solicitors

Hunters, 9 New Square, Lincolns Inn, London WC2A 3QN

Contents

1 Message from the Chairman

2 Chief Executive Officer's Report

3-21 Trustees' Report

22-24 Independent Auditor's Report

25 Consolidated Statement of Financial Activities

26 Consolidated Balance Sheet

27 Charity Balance Sheet

28 Consolidated Cash Flow Statement

29-48 Notes to the Financial Statements







Message from the Chairman



Ludovick Halik
Chairman of Trustees

It is my privilege to present the Chairman's Statement for the Licensed Trade Charity's 2025 Annual Report, reflecting on a year of exceptional progress, bold ambition, and transformational impact.

Throughout 2025, the Charity has continued to evolve with purpose and confidence, strengthening its position as one of the leading occupational charities and educational providers within the licensed hospitality and independent education communities. Against a backdrop of economic uncertainty, increasing social need, and sector pressures, the Charity has remained resilient, grown stronger, broadened its reach, and become clearer in purpose.

More than 45,000 individuals accessed support through our charitable services in 2025, representing growing demand and trust in the Charity's ability to provide help when people need it most. From financial hardship and mental health support to wellbeing, counselling, education, and crisis intervention, the Charity has continued to transform lives through compassionate, practical and timely support.

I remain immensely proud of our Trustees, volunteers, colleagues, supporters, and partners, whose dedication and professionalism continue to drive our success and ensure the Charity remains deeply connected to the communities we serve.

2025 has also been a landmark year for growth and strategic development. Under the leadership of our Chief Executive Officer, Chris Welham, the Charity has moved decisively from planning to delivery against our ambitious five-year strategy. We have strengthened charitable services, modernised systems and digital infrastructure, deepened engagement with hospitality employers, and raised awareness across the industry.

This year has marked a defining step forward in our educational journey. LVS Ascot has continued to deliver strong academic, sporting and pastoral outcomes despite pressures facing the independent school sector. LVS Hassocks and LVS Oxford have continued to flourish as respected specialist provisions for young people with autism, seeing rising pupil numbers, strong inspection outcomes and growing recognition.

The Charity has taken bold steps to expand its educational footprint, purchasing the site for Kennington School, opening in September 2026, and shortly after year-end completing the acquisition of Claires Court Schools. These developments represent a milestone in our vision to become a leading provider of inclusive and specialist education, while generating sustainable income to strengthen our mission.

Financially, the Charity remains in a strong and stable position. Careful stewardship, disciplined financial management, and strong investment performance have enabled continued commitment to our people, schools, estates, sustainability initiatives, and charitable services, giving us confidence to invest responsibly in the future.

Sustainability and social responsibility are increasingly embedded within our thinking and operations. Across our schools and wider estate, we have continued to invest in greener technologies, energy efficiency, and environmental planning.

As we look ahead, there is excitement about the future of the Licensed Trade Charity. We are growing in scale, strengthening our reputation, and increasing our ability to make a lasting difference. While challenges remain, I firmly believe the Charity is well placed to meet them with confidence, agility, and compassion.

On behalf of the Trustee Board, I would like to thank everyone who contributes to the Charity's continued success: our staff, volunteers, fundraisers, partners, supporters, governors, and fellow Trustees. Your dedication enables the Charity not only to support people through hardship, but to help them thrive. Together, we are building an organisation with the ambition, values, and courage to shape a stronger future for generations to come.

Chief Executive Officer's Report



Chris Welham
Chief Executive Officer

A Year of Momentum, Growth and Transformation

As I reflect on 2025, I do so with pride, gratitude, and belief in what the Licensed Trade Charity is becoming.

This year has not simply been one of progress, it has been a year of momentum. A year in which the Charity accelerated its impact, strengthened its foundations, expanded its reach, and embraced the opportunities ahead with confidence and ambition.

When I joined the Charity in March 2024, I spoke about transformation, innovation, and growth. During 2025, those ambitions began turning decisively into reality.

Most importantly, we continued to deliver where it matters most: supporting people. More than 45,000 individuals from the licensed hospitality community accessed LTC support services this year, an 18% increase on the previous year. Behind every number is a person navigating challenge, uncertainty, or hardship, and a Charity determined to stand beside them.

Whether through financial grants, wellbeing, counselling, managed referrals, critical incident response, education opportunities, or simply being available at the right moment, our teams have delivered support with compassion, professionalism, and humanity. I am incredibly proud of the difference we continue to make.

At the same time, we have strengthened the Charity. Financially, 2025 has been another strong year, allowing us to continue investing in our services, people, infrastructure, schools, and long-term ambitions. Strong governance, disciplined management, and commercial resilience have enabled us not only to remain secure, but to grow with confidence and purpose.

One of the defining achievements of the year has been the acceleration of our educational strategy. Across all three schools, we have seen remarkable progress.

LVS Ascot has continued to evolve into a more ambitious, innovative and future-focused school, delivering strong academic outcomes alongside exceptional opportunities in sport, performing arts, aviation, and student development.

LVS Hassocks and LVS Oxford continue to change lives every day through outstanding specialist education, helping young people with autism build confidence, independence, employability, and brighter futures.

What excites me most is what comes next. In 2025, we secured the future site for Kennington School, due to open in 2026, and shortly after year-end completed the acquisition of Claires Court School. These are transformational milestones for the Charity and powerful indicators of our long-term ambition. We are building an education group that combines inclusivity, excellence, innovation and sustainability, whilst remaining firmly rooted in our charitable purpose.

Alongside growth, we have continued modernising the Charity at pace. We introduced new systems, strengthened governance, expanded sustainability initiatives, enhanced reporting capabilities, and invested heavily in leadership and workforce development. We also deepened our partnerships across the hospitality community, working more closely than ever with employers, trade bodies, and supporters who share our commitment to improving lives across the sector.

None of this happens without people. Our staff, volunteers, Trustees, governors, fundraisers, supporters, and partners are the heartbeat of this organisation. Their passion, resilience, and belief in our mission continue to inspire me every single day. Whether supporting families in crisis, educating children, fundraising through extraordinary challenges, or helping shape our strategic direction, they embody everything that makes this Charity special.

The environment around us remains challenging. Economic pressures, workforce demands, changing legislation, and growing levels of need will continue to test charities and businesses alike. But I believe the Licensed Trade Charity enters this next chapter from a position of genuine strength.

We have a clear strategy. We have talented people. We have financial resilience. We have momentum and most importantly, we have purpose.

The opportunity ahead of us is enormous.

Together, we will continue transforming lives, unleashing potential, and building a Charity that not only responds to change, but helps lead it.

Trustees' Report for 2025

The Trustees are pleased to present their Report and Financial Statements for the Licensed Trade Charity, its associate company and trading subsidiary for the year ended 31 December 2025.

Objectives and activities

The Charity continues to be committed to helping those who have previously worked in, or are currently working in, the licensed drinks industry, to alleviate poverty and distress. Its key objectives established over 200 years ago remain:

helping those who are sick, infirm or distressed; and aiding those experiencing financial hardship; and offering relief to those suffering from the ills, consequent of old age.

The Charity educates children of the general public, but with preference to those working in the licensed hospitality community, through its schools.

In setting its objectives and planning its activities, the Trustees have given careful consideration to the Charity Commissioners' general guidance on public benefit and in particular, to its guidance on advancing education and fee charging in accordance with Section 4 of the Charities Act 2006.

The Trustees apply the funds of the Charity at their discretion and in accordance with the charitable purposes and objectives of the Charity, to provide financial assistance, support and advice to those who are currently working in, have previously worked in, or are retired from the licensed hospitality community.

Applications for help are means-tested and vetted by the Charity Services Committee, which has delegated powers from the Trustee Body to administer the grant-making policy.

During 2025, the Charity committed over £1.5m to provide:

- regular financial assistance to help with essential living costs;
- grants to provide one-off assistance, such as rent deposits for housing, disability aids or convalescent breaks;
- bursaries at LVS Ascot; and
- grants to help with education and training.

The Charity also:

- provides a helpline and wellbeing platform, delivered by its partner CiC, enabling beneficiaries to receive in-the-moment support, guidance and advice, as well as structured, ongoing support as required;
- assists people to claim benefits and grants that are available from Government and other agencies;
- co-funds with other charities to make grants that a single charity would not be able to fund;
- trains Regional Volunteers who visit new applicants and existing beneficiaries to consider their position.

The aim of the Charity's schools is to unleash the potential of all pupils. The Charity delivers a high level of education and care for children through its schools; LVS Ascot, LVS Hassocks, LVS Oxford, Kennington School and Claires Court.

LVS Ascot is a non-selective independent school for children aged 4 to 18, and LVS Hassocks and LVS Oxford provide education to children aged 11 to 19 with a diagnosis of autism. Through these schools the Charity is able to help children with a broad range of abilities to achieve successful outcomes when they leave the schools. LVS Hassocks and LVS Oxford are predominantly supported via Local Authority funding for learners with Education, Health and Care Plans (EHCPs).

In 2025, bursaries of £451k (2024: £333k) were provided to children from the licensed hospitality community, who have an educational or emotional need that cannot be met through state provision. To be eligible for a bursary, parents and carers must have worked in the licensed hospitality community for at least five consecutive years . All bursary awards are means-tested and are therefore dependent on family income and circumstances.

LVS Ascot also offers scholarships to recognise academic, sport, music, art and drama potential. These are advertised to parents and prospective parents, and awarded in the above categories, or according to the specific requirements of the external bodies that gave the funding. The value of these awards was £650k in 2025, compared to £696k in 2024.

Further details of the Charity's bursary and scholarship policies and how to apply for both are available on the LVS Ascot website.

At LVS Ascot, fee discounts of up to 20% are available for fee payers who are currently working in the licensed hospitality community, or have done so in the past for at least five consecutive years. Discounts are also available to members of the Armed Forces, Diplomatic Services and local senior academic staff. In 2025, the value of these discounts amounted to £894k, compared to £706k in 2024.

As part of the emphasis placed on attracting and retaining high-calibre staff, a discount which increases with length of tenure is offered to staff members who educate their children at LVS Ascot. A sibling discount scheme is also offered, which from September 2025, was extended to families with two or more children at the school (previously the discount was available to families with three or more children).

In November 2025, the Charity purchased the site which will become Kennington School, the Charity's third specialist school, which is expected to open in September 2026.

In February 2026 the Charity was delighted to complete the acquisition of Claires Court Schools Limited, a non-selective, co-educational all-through school educating over 800 pupils across three sites in Maidenhead, Berkshire.

Structure, governance and management

Constitution

The Licensed Trade Charity was established in 1793 by publicans who wanted to provide support and a safety net for fellow publicans and their families. For more than two centuries, the Charity has worked to improve people's lives by providing a range of support, from setting up schools to educate children, providing houses for the elderly, awarding financial grants for people in need and continuing to run independent schools today.

The Charity operates under the Royal Charter of the Society of Licensed Victuallers, dated 3rd May 1836, and a Supplemental Charter dated 5th February 1999.

Following the merger of the Society of Licensed Victuallers and the Licensed Victuallers National Homes in 2004, a further Supplemental Charter, dated 29th June 2012, was approved by the Privy Council.

During 2017, the Charity applied to the Charity Commission and the Privy Council to widen its objects in order that it could provide education for all ages (previously this was restricted to children) and to provide increased care to the elderly, with both these objects maintaining preference to those from the licensed hospitality community. These requests were agreed by The Queen's Most Excellent Majesty in Council on February 8th, 2018, and the objects of the Charity amended accordingly.

Charitable status

The Charity helps all those in the licensed hospitality community and operates under the Charity registration number 230011.

Governing body

The Trustee Body consists of between 12 and 18 Trustees (the number being at the discretion of the Trustees), two thirds of whom must be Licensed Victuallers, with the remainder members of the Charity. Trustees must be a member of the Charity before they can stand for election. Each term of office is three years, although Trustees who are aged 70 or older must seek re-election every year. Two general meetings (or Courts) are held each year, one in April and one in October, to which all members are invited.

The Trustees are responsible for overall governance and strategic direction. The Trustee Body delegates power within agreed budgets and responsibilities to committees that oversee the delivery of its Charity Services policy, Education policy, Investments policy, Fundraising activities and Membership.

The Trustees consider the Trustee Body, along with the Executive management team, which includes the Chief Executive Officer and five senior staff members, comprise the key management personnel of the Charity, in charge of directing and controlling the organisation and running the operations on a day-to-day basis.

The Chief Executive Officer regularly meets with senior leaders of a number of occupational charities and trade bodies to discuss issues faced within both the charity sector and the industry the Charity supports, and to share initiatives, research and best working practices.

The Charity also works closely with a number of other occupation-based charities to share grant awards in order that funding is awarded that could otherwise not be made.

The Charity continues to receive invaluable support from its regional fundraisers who raised £6k for the Charity in 2025.

Induction and training of Trustees

As part of its strategic planning process, the Charity conducts a skills audit of the Trustees on a regular basis to continuously ensure that the Trustee Body's skillset matches those required by the Charity, now and in the future. In addition, the Charity actively co-opts people with the desired skills to the Trustee Body and subcommittees.

On joining the Charity, all Trustees follow a general induction programme with specific training, either provided in-house or externally, to prepare them for whichever committee they are appointed to. There is also an on-going training programme for all Trustees.

Key management personnel remuneration

The pay of the Charity's Chief Executive Officer is reviewed annually by the Trustee Body. The pay of the Executive Team is reviewed annually by the Chief Executive Officer. Pay for teaching staff is generally aligned to national pay scales and pay for non-teaching staff is normally increased in accordance with average earnings.

Remuneration is also benchmarked with charities of a similar size and complexity, to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 13 to the accounts. There were no related party transactions in the year.

Trustees are required to disclose all relevant interests, register them with the Chief Executive Officer and in accordance with the Charity's policy, withdraw from decisions where a conflict of interest arises.

Group structure

The Licensed Trade Charity has a wholly owned non-charitable trading subsidiary, Elvian Limited, which makes available the facilities of the schools to various organisations for events, educational and leisure purposes. The Charity also holds 25% of the equity of The Morning Advertiser Limited which is treated as an associate company in line with the Charities SORP (FRS102). After the year end, in February 2026, the Charity acquired 100% of the issued share capital of Claires Court Schools Limited.

Charity Services

Service usage highlights

In 2025, more than 49,000 individuals from the licensed hospitality community sought support from the Charity. This 18% increase reflects both the pressure many face and the growing trust in LTC to be there when it matters. Behind every number is someone facing a challenge, and someone who chose to reach out for help.

Helpline calls rose by 35% year on year, reaching more than 6,000 interactions. A total of £1.98 million was awarded in grants and services, including £969,551 in direct financial assistance through 918 grants. The average grant value increased, reflecting rising living costs and more complex needs.

During the year, 266 people were matched with a counsellor, typically within one day, and 938 sessions were delivered. Outcomes remain strong, with over 86% reporting improvement. On average, anxiety and depression levels were reduced by about half, helping people feel more in control and better able to cope.

Trends in demand

The challenges people face are both wide-ranging and closely connected. Work-related pressure remains the most common issue, followed by performance concerns, absence and workplace change, reflecting the demands of a fast-paced and often uncertain environment.

Personal challenges continue to drive demand. Health concerns are the most frequently raised issue, alongside relationship difficulties, family pressures and financial worries. Bereavement and housing concerns also feature, highlighting how many people are managing multiple pressures at once.

These challenges are clearly affecting wellbeing. Anxiety is the most commonly reported effect, followed by sleep disruption, depression and difficulty concentrating. Many people also report sudden changes in mood, highlighting how sustained pressure can affect day-to-day life.

Encouragingly, more people are seeking support earlier, as awareness grows that help does not have to wait until a crisis point.

Industry landscape driving growth

The licensed hospitality community continues to face a challenging operating environment, with financial pressures and workforce demands heightening the need for support.

At the same time, attitudes towards wellbeing are shifting. LTC now provides a dedicated Employee Assistance Programme to 10 hospitality employers, who recognise the value of investing in their teams' wellbeing through charitable support. Many more employers also promote LTC alongside their existing provision, reinforcing its standing as a trusted industry charity.

Additions and developments in services

LTC has continued to strengthen and adapt its services in response to demand. Managed referrals are increasingly used, allowing managers to refer employees for support with consent. During the year, 86 individuals accessed support through this route, often at an earlier stage, helping to prevent issues from escalating.

Demand for more tailored support is also rising. 13 specialist counselling programmes were delivered to individuals facing complex challenges, including trauma, addiction and post-traumatic stress disorder. Relationship counselling supported 55 couples in working through difficulties, alongside ongoing emotional support and structured counselling. Critical incident support has become an essential part of the offer. LTC responded to 23 incidents during the year, providing on-site individual and group counselling to support teams through highly challenging situations.

LTC has also strengthened its support for corporate partners by improving its reporting on service use. More comprehensive reports provide a clearer picture of impact for both individuals and businesses, supporting stronger engagement and investment in workforce wellbeing.



Fundraising

The Charity is proud to share that in 2025, it continued to benefit from the remarkable generosity of individuals and organisations across the licensed hospitality community. Their support helps the Charity stand alongside more people in need and provide practical, financial and wellbeing support when it is needed most.

The Charity offers heartfelt thanks to the Charity's Regional Supporters, Licensed Victuallers Associations and Ladies Auxiliaries, who together raised £8,355. Their commitment to its mission is invaluable.

The Charity also recognises the impact of its trusted partners and friends, whose donations and fundraising efforts are central to its continued success. In 2025, the Charity received vital support from ABInBev and The Budweiser Brewing Group, Mitchells & Butlers, Heineken, Greene King, Britvic, Wireless Social, Barons Pub Company, Livelyhood Pubs, Fuller's, J D Wetherspoon, Stonegate and many others. Their ongoing support is what makes its work possible.

Two stand-out events in 2025 again highlighted the strength of the Charity's community.

- Hospitality Rides, formerly Pedalling for Pubs, took place in Taiwan in May, with 29 riders completing 400km and raising an outstanding £446,000.
- Pedalling to Pubs returned in the Lake District, where 56 riders covered 240km and raised £110,000.

Funds raised through both events are shared with Only A Pavement Away, with whom the Charity continues to work alongside in support of people across hospitality.

The Charity is hugely grateful to the sponsors for their generosity, and to every rider for their commitment to training, fundraising, increasing awareness of both charities and making these events such a huge success again.

Special thanks go to Katy Moses and the KAM team for championing Hospitality Rides, and to Steve Alton and the BII for leading Pedalling to Pubs.

Thanks also go to the teams who supported LTC throughout the year. The Bear Inns team ran a half marathon between two of their pubs in Cheshire, Access Group hosted Hospitality Kicks, Red Oaks completed a 480-mile virtual Walk, Run, Swim, Cycle or Paddle challenge, and Wadworth cycled from London to Bath in support of the Charity's work, to name just a few.

The Charity is grateful to The Worshipful Company of Innholders and The William Brake Charitable Trust, whose continued donations support Sixth Form Scholarships at LVS Ascot, creating brighter futures for the next generation.

Salaries and overheads are covered by its commercial work, including the schools, which means every pound raised through donations reaches those who need it most.



PEDALLING TO PUBS

HOSPITALITY RIDES



Volunteering in 2025

The Charity's volunteers are the driving force behind everything the Charity does. They don't just support the LTC - they shape it. From guiding the Charity's direction and raising vital funds, to building meaningful connections within the community, their work ensures LTC can deliver a truly holistic service to those who rely on the Charity most.

What distinguishes LTC's volunteers is not only their dedication, but their deep-rooted understanding of the licensed hospitality community. Many bring first hand experience as Licensees, Owners, or Directors, offering valuable insight into both the challenges and opportunities within this dynamic industry. United by a shared purpose, they are committed to giving back, supporting those in need and helping ensure every child has access to the best possible education.

Role	2024	2025
Trustees	17	18
School Governors*	19	22
Charity Services Volunteers	34	34
Regional Fundraisers	31	22

*Governors include both Trustees and co-opted members.

Leadership and governance

At the heart of the Charity are the LTC Trustees, 18 committed individuals who play a pivotal role in shaping LTC's future. Through regular Board and Committee meetings, they generously contribute their time, expertise and strategic insight. Many serve across multiple committees, reflecting both the breadth of their knowledge and the depth of their commitment.

Their work spans key areas including Charity Services, Education, Health & Safety, Membership and more, ensuring the Charity remains strong, responsive and forward-thinking. They are supported by co-opted members who bring additional expertise and fresh perspectives to the Charity's work.



Supporting our Schools

Governors are instrumental in maintaining the high standards across LVS Ascot, LVS Hassocks and LVS Oxford. By regularly visiting schools and engaging with staff and students, they help ensure leadership stays closely aligned with the Charity's mission: delivering exceptional education and enabling every child to reach their full potential.

Reaching families where it matters most

LTC Charity Services Volunteers visit families requesting help who have more complex needs. In 2025, 45 families received home visits - each one providing vital insight that helps the Charity Services Committee make informed, compassionate decisions tailored to individual circumstances.

2025 began and ended with 34 Charity Services Volunteers. Six longstanding Volunteers stepped down due to health and work commitments, and the Charity recruited and trained six new Volunteers to ensure continued coverage across mainland UK,so that every applicant can be visited and no family goes unsupported.

Bringing communities together

The Regional Support Committees in the North West and Kent continue to flourish and inspire generosity through a vibrant calendar of fundraising events. From Burns Night celebrations and garden parties to golf days and themed evenings, these events not only raise vital funds but also strengthen community spirit and engagement.

A collective impact

The Charity is deeply grateful to every volunteer who gives their time, energy and expertise. In 2025, just under 3,000 hours were dedicated to supporting LTC's work - an extraordinary contribution that enables both the Charity and our family of schools to thrive.

Together, the Charity and its volunteers are transforming lives and unleashing potential. With the continued passion of its volunteers, we look ahead with confidence to all that can be achieved in the years to come.

Educational performance Academic Year 2024-25

LVS Ascot

Senior School

2025 has been a year of strong momentum and growth across the Senior School. Pupil outcomes, co-curricular engagement and whole-school alignment have all strengthened, underpinned by a clear focus on academic rigour, opportunity and high expectations for every student.

At A-Level, performance at the top end has been a clear strength. 20.67% of grades were awarded at A*–A and 54.75% at A*–B, demonstrating strong conversion into higher grades and reflecting the school's growing academic ambition.

Vocational outcomes continue to be a major strength of the school. BTEC results remained consistently strong, with high pass rates and a significant proportion of students achieving Distinction* and Distinction grades, enabling many to progress successfully into higher education and career pathways aligned to their strengths.

At GCSE, 90.77% of grades were awarded at 9–4, with 35.65% at grades 9–7. While there remains a focus on pushing outcomes further at the top end, these results reflect solid attainment across the cohort and a strong foundation for future improvement.

High Performance Learning (HPL) has been a central focus this year across the school with more whole staff Continuing Professional Development. This is now beginning to transfer into classroom practice and the impact is already being felt in terms of progress and attainment. 4 pupils, through the UniAdmissions programme, secured Oxbridge interviews and two have been offered places at Cambridge to study Engineering and Architecture.

Inclusion and student support have been recognised nationally. We are extremely proud that Marie Ash was awarded National SENCO of the Year (Global Inclusion Awards 2026), reflecting the strength of our provision and the impact of our inclusive approach.

The aviation programme is embedded within the curriculum for Years 7 and 8, giving all students exposure to aviation theory and simulation. Alongside this, two scholars are now actively working towards their Private Pilot Licence, marking a significant step forward in the programme's development.

The performing arts have had an outstanding year. Students achieved multiple awards at the Woodley Festival, and productions such as Sister Act showcased the strength and confidence of the school's performers. The school is currently undertaking accreditation to deliver University Arts London vocational performing and creative courses, which will be implemented in September 2027, broadening the school's offering to attract more pupils.

Sport continues to grow in both participation and performance, with the largest number of pupils and teams fielded in recent years. The football programme is thriving, supported by links with Southampton Football Club, while girls' football is expanding rapidly, with new teams and fixtures being developed to meet increasing demand. Success across the school has been extensive, including Berkshire Championship titles for the U15 and U16 girls' hockey teams, with the latter also finishing fourth at the South Regional.

Championships - Football achievements included the U15 boys finishing as runners-up in the Independent Schools National Football Vase, both U13 girls' and boys' teams winning the East Berkshire Football League, and the U13 girls becoming ISA National 6-a-side Champions. Pupils also excelled nationally in swimming, cross country and athletics, securing multiple ISA medals including two golds, one silver and one bronze in swimming and a gold, silver and three bronzes in athletics. Further highlights included runners-up in the Berkshire Cricket Vase for the U15 boys, a top 10 national finish for the U18 golf team at the ISGA National Championships and the U15 basketball team being crowned Berkshire League winners.

Overall, 2025 reflects a school moving forward with clarity and purpose. Stronger outcomes, growing numbers, and a broader, more ambitious curriculum are all contributing to a more confident and cohesive school.



Infant & Junior School

2025 has been a year of renewal, purpose, and forward momentum in the Infant and Junior School (IJS). With the appointment of a new Head, the school entered an exciting chapter, one that places childhood, curiosity and character at the heart of an ambitious, future-focused educational experience. Guided by the whole school vision of Transforming Lives and Unleashing Potential, the school has continued to strengthen its provision, ensuring that every child is known, nurtured and challenged within an environment that celebrates the joy and adventure of being young.

A defining theme of 2025 has been the school's commitment to creating a school with the space, time and freedom for children to enjoy childhood. This has included enhancing its outdoor learning and play spaces, prioritising wellbeing, relationships and emotional literacy, and ensuring that academic ambition sits alongside joy, imagination and discovery. This balance of ensuring rigorous learning within a nurturing, safe and happy environment has become a hallmark of IJS life.

The curriculum continues to evolve in line with the school's values and the needs of modern learners. The IJS Diploma, launched last year, has now become a defining feature of the school's academic and personal development offer. Rooted in Round Square and HPL, it has grown in strength and visibility, with pupils demonstrating increased independence and metacognitive awareness, greater resilience and curiosity, and stronger leadership and appreciation of others. Teachers have continued to integrate HPL language and thinking dispositions into daily practice, and this is now evident in pupil dialogue, reasoning and self-reflection.



Academic outcomes in 2025 remain strong. End-of-year assessments show that most pupils are working at or above expected levels, with notable gains in English and Mathematics. Key drivers of this improvement include: targeted intervention and adaptive teaching, strengthened assessment systems and clearer progression pathways. There has been an increased use of digital tools to support independence and feedback, and the school has introduced academic scholarships for entry into Years 3 and 5. Pupils are increasingly able to articulate their learning, reflect on their progress and set meaningful goals, which are important steps in preparing them for the next stage of their educational journey.

The co-curricular programme continues to be a vibrant strength of the school. Highlights of 2025 included a stunning Key Stage 2 production of Beauty and the Beast, which showcased pupils' creativity, confidence and collaboration. There was a full calendar of sporting fixtures and swimming galas against local preparatory and junior schools for pupils in Key Stage 2. Pupils in Key Stage 1 were also given the opportunity to experience sporting fixtures for the first time. There has been a wide variety of excursions, including residential trips for those in Years 3 to 6 and a sleepover for Year 2 pupils. Day trips included visits to the Imperial War Museum, the Living Rainforest, Beale Park, Windsor Great Park and Butser Ancient Farm, alongside visits from The Shorts Group and trips to their recycling centre. These experiences continue to shape pupils' character, deepen friendships and strengthen the school's inclusive, values-driven culture.

2025 has been a year of growth, clarity and optimism. LVS Ascot looks forward to the year ahead with confidence, knowing that the Infant and Junior School remains a joyful, aspirational community where every child is supported to thrive and every moment of childhood is valued.

Specialist education

LVS Hassocks

The LVS Hassocks student roll has grown significantly, to a maximum of 99 students. As the school is registered for 100, the school is waiting for a material change inspection to increase the registration to 110. This figure is more of a safety net, rather than any strategic further growth.

Curriculum development at LVS Hassocks continues to strengthen a broad, balanced and ambitious offering, tailored to a complex Special Educational Needs & Disabilities (SEND) cohort. The academic core remains central, complemented by expanded digital and vocational pathways. E-sports and RSL Creative Digital Media are now fully embedded, reflecting the successful delivery of the ICT strategy. Performing Arts has been restructured to combine music and digital media, improving engagement while maintaining creativity. Vocational provision continues to grow through Food Technology and Horticulture, with the latter now linked to BTEC Land Studies Level 1. Forest School further enhances personal development, supporting confidence, independence and engagement.

GCSE outcomes for 2024/25 demonstrate continued strong performance. Across Years 10–12, there were 42 entries, with a 100% pass rate, 48% achieving grade 4+, and a highest grade of 7. In English, 13 entries resulted in a 100% pass rate, with 38% at grade 4+ and a highest grade of 5. Mathematics saw 19 entries, with 100% pass, 53% at grade 4+, and a highest grade of 7. Art achieved 10 entries, 100% pass, 50% at grade 4+, and a highest grade of 6. These outcomes reflect sustained progress and effective curriculum alignment to student need.

LVS Hassocks delivers a fully embedded careers programme that supports students from every year group. This includes a wide range of trips designed to help students explore different career pathways and understand the opportunities available to them. The school hosts an annual careers fair that brings together post-16 education providers and a variety of professionals, giving students meaningful opportunities to ask questions and build confidence. All Key Stage 4 students receive independent careers-advice interviews to support informed decision-making. Through these experiences and in-school activities, students are well-prepared to identify a clear post-16 pathway ahead of their Year 11 annual review.

The school's destinations data reflects multiple success stories, with leavers progressing to study traditional Sixth Form A-Levels, vocational college courses and supported internships, demonstrating the breadth and effectiveness of its careers provision.

Students take part in a dedicated one-hour enrichment session where they choose from a wide range of activities designed to develop new skills, interests, and experiences. The programme includes external workshops such as music, filmmaking, stone carving and coding, giving students opportunities to explore creative and practical skills beyond the classroom.

Students can also take part in group sports, including football and cricket, or attend off-site sessions at a local gym to support physical development and wellbeing. This year the school also offers International Schools sessions, where students learn about cultures and engage with its partner school in India, building global awareness and connections.

In addition, the school has strengthened its lunchtime clubs with support from the club coordinator, providing opportunities for students to connect with peers and pursue interests. Lunchtime provision includes football, where students often represent the school in competitive fixtures, as well as art and music clubs that allow development of creative skills. Some clubs, such as Cadets, are led by enthusiastic students who share their knowledge and expertise, helping build leadership skills and a strong sense of community.

These initiatives ensure inclusive access to enrichment opportunities for all students across the whole school community.



LVS Oxford

This academic year has been particularly busy and highly successful, with strong performance across recruitment, quality assurance, student outcomes and external recognition. The school had 87 students on roll, September 2025. There is a high degree of confidence that numbers will continue to increase into the high 90s as recruitment progresses, reflecting sustained demand for the school's specialist provision.

Open days have been central to this success. Since introducing two open events per month in September, attendance has remained consistently strong, with approximately 45 prospective families at each event. This sustained interest demonstrates both the growing need for specialist provision and the school's strong reputation among families and professionals.

From a quality assurance perspective, the school has had an exceptionally strong year. A full inspection in October resulted in very positive outcomes, providing assurance around the quality of education, safeguarding, leadership and operational systems. This was followed by a successful material change inspection in January, which approved an increase in capacity to 120 students. These outcomes reflect robust governance, effective leadership,and a clear commitment to continuous improvement and growth.

The school's external profile has been further enhanced through national recognition. The nomination for the national Excellence Award for Outstanding Autism Practice places the school among the top 10 providers nationally. A 3-day inspection is awaited as part of this process. In addition, the school has achieved Bronze UNICEF accreditation and is actively working towards Gold, demonstrating a strong commitment to inclusion, pupil voice, and children's rights. Sustainability remains an embedded priority, with the student Eco Club working towards the Green Award.

Brand reputation, community engagement and professional collaboration have been a strategic focus. The school hosted a Signpost Autism Hub event attended by prospective parents and approximately 30 professionals, creating valuable opportunities for collaboration, system leadership and the promotion of best practice. This complements a broader, sustained approach to promoting the school's offer, contributing directly to reputational growth and recruitment success.

Curriculum and provision development continues to be responsive and ambitious. The introduction of Business Studies and Sports Leadership has broadened curriculum pathways and strengthened the development of transferable skills. The careers programme has been successfully expanded to include Years 7 and 8, ensuring earlier exposure to aspiration and employment pathways. Parent engagement has been particularly strong, with 62% volunteering to support careers talks. Transition support has also been enhanced, with incoming Year 7 students following a nurturing timetable during their first six weeks to support emotional security and engagement.

Student outcomes remain a key strength. The school's "stages not ages" approach continues to deliver accelerated progress, with students in Years 8 and 9 achieving Functional Skills Level 2 qualifications. Academic performance remains consistently above national averages, with 88% of students gaining A*–C outcomes 2025 and mock examination results indicating similarly strong performance this year. Attendance is a significant success measure: several students who had previously been out of education for up to 2 years are now attending with 100% attendance, representing transformative outcomes.

The school continues to strengthen external partnerships. A further apprenticeship placement has been secured at SOHO Farmhouse, reinforcing strong employer confidence. Links with higher education continue to develop, including partnerships with Oxford Brookes, and the University of East Anglia. The school is also part of the WISDOM national mental health research network led by Oxford University. Communication has been strengthened through a move to an improved newsletter format, with engagement increasing significantly.

Within the wider SEND landscape, continued EHCP delays and system pressures mean demand for specialist placements remains high. The school's cost-effective, inclusive model, strong professional networks and focus on independence, employability, and life skills position it is well placed to respond sustainably to ongoing demand while maintaining quality and safeguarding standards.

People & Human Resources

During 2025, UK employment law was dominated by the introduction of the Employment Rights Act 2025, representing one of the most significant reforms in decades and laying the groundwork for wide-ranging changes to take effect from 2026 onwards.

These developments have increased cost pressures for employers while adding to administrative complexity. In particular, rises in the National Minimum Wage, statutory sick pay and family-related pay have driven up payroll costs and heightened potential liability risks.

As a result, compliance has been a central theme, with organisations required to review employment practices, redesign contracts and update internal policies. Upcoming reforms relating to unfair dismissal and enhanced anti-harassment duties are also expected to further complicate workforce planning, budgeting and long-term resourcing strategies.

These legislative changes, alongside broader employment market trends, have increased salary costs and legal risks - particularly in areas such as dismissal, working time and family rights. At the same time, there has been a noticeable shift in employee expectations. However, from September 2025 onwards, a reduction in available roles nationally, led to a significant rise in candidate applications, easing some of the skill shortages experienced in previous years.

In response to these challenges, a key focus throughout 2025 has been on streamlining manual and digital processes and strengthening internal systems.

The onboarding process, which previously required 48 checks, has been successfully reduced to 38 without compromising compliance. These checks continue to cover requirements across more than eight external agencies, including the UK Border Agency and HMRC.

Safeguarding audits conducted by external consultants were successfully completed, with a further audit carried out on 1 December 2025, alongside inspections from external educational bodies across each school.

Average staffing levels across the year were 345 people across all units. Employee wellbeing has remained a priority, particularly in light of ongoing cost-of-living pressures. Efforts have been made to remain competitive on pay, alongside offering a comprehensive Employee Assistance Programme, which provides access to mental health resources, counselling services and private medical benefits, with over 16 support options available to employees.

Diversity and inclusion has also been a key area of focus, particularly in strengthening measures to prevent harassment and discrimination, including sexual harassment. Training has been delivered to all employees to support a shift from reactive to proactive behaviours and to foster a more inclusive workplace culture.

Recruitment levels have remained high, largely driven by organisational restructuring following acquisitions and increased compliance requirements from the Charity's head office.

Learning and development initiatives have continued to expand including the completion of e-learning modules through the National College of Teaching and Leadership and Educare. Excluding e-learning, 2,220 learning and development units were completed.

The Charity has successfully introduced further management development programmes across all units, contributing to ongoing leadership improvement. In addition, the Apprenticeship Levy has funded approximately £81,000 of training, with four senior leaders undertaking senior management qualifications during 2025.

LTC Values

- We take responsibility for our actions, knowing our impact makes a difference
- We strive for excellence, innovation and growth
- We respect boundaries to achieve success
- We are honest, flexible and intelligent risk-takers

Estates Report

During 2025, the Estates Department delivered a focused programme of works across the LTC Education Group schools, maintaining safe, functional environments while improving teaching spaces and progressing sustainability priorities.

LVS Ascot

Significant projects were completed at LVS Ascot across academic and boarding facilities. A £250k investment refurbished the Food Technology and Art classrooms, improving layouts, fixtures and equipment to create more effective learning environments. Within the boarding houses, £120k was invested in bedroom refresh works, including new beds, desks, storage and replacement furniture to create more modern and comfortable living spaces.

A new £50k E-sports classroom was delivered, providing high-performance computers to support digital learning and enrichment, reflecting growing student interest and modern curriculum development.

A range of decarbonisation projects were undertaken across the site. These included Building Management System upgrades (£25k), roof void insulation improvements (£20k) and site-wide lighting upgrades (£120k), alongside domestic boiler replacements. Together, these works improve energy efficiency, reduce running costs, and support longer-term sustainability goals.

Further improvements included the installation of artificial grass in the Junior School KS2 playground (£20k), creating a more durable and usable outdoor space throughout the year. In addition, extensive electrical and data upgrades were carried out in the West Teaching Block, improving reliability and supporting the increased use of technology in classrooms.

LVS Oxford

At LVS Oxford, works during 2025 focused on site maintenance, supporting outdoor learning and preparing for future development.

The on-site brook was dredged to improve water flow and reduce flood risk. A new terrace outside the horticulture classroom created additional outdoor teaching space, while heating upgrades improved reliability across parts of the site.

An opening was created in the existing stone boundary wall to support a planned 2026 development project.

Priory Cottage, a five-bedroom property adjacent to the school, was also acquired. Plans are underway to refurbish and redevelop the property in 2026.

LVS Hassocks

There were no major capital projects undertaken at LVS Hassocks during 2025, in line with the longer-term strategy to redevelop the site and deliver a new purpose-built school.

The focus has instead been on cost-effective maintenance and operational priorities. This included mechanical repairs and upgrades to ensure the continued reliability of heating and hot water systems. Additional parking bays were also created outside the Sussex Centre, improving access and helping to ease congestion during busy periods. This approach ensures that the site remains fully operational while plans for redevelopment progress.

Energy and Sustainability

Progress continued in strengthening the organisation's approach to sustainability and reducing environmental impact. During 2025, a carbon accounting platform, sustainability committee and environmental policy were introduced to improve emissions tracking, governance and decision-making.

A five-year decarbonisation plan has also been established, targeting a 20% reduction in greenhouse gas emissions by 2030 through practical initiatives aligned with long-term value for money. This builds on wider energy efficiency projects delivered during the year. Overall, 2025 saw continued investment in the learning environment, operational efficiency and long-term strategic development across all sites.

Sodexo Site Services Report

Sodexo provides comprehensive facilities management, catering and food services across all LVS sites, playing a vital role in supporting day-to-day operations as well as enhancing the overall student experience.

Working in close partnership with LVS, Sodexo continues to enrich student life through innovative initiatives, themed dining experiences and engaging fundraising activities. Its effective use of technology within facilities management has also contributed to maintaining high standards across the campus, aligning with LVS' commitment to delivering a well-rounded educational environment.

Sodexo consistently delivers a diverse range of high-quality catering options to the LVS community. Its services extend beyond daily meal provision to supporting a variety of in-house functions, including key events such as the Year 13, Year 11, and Year 6 end-of-year Balls, the Performing Arts Dinner, Sports Awards Dinner and President's Day. These events highlight the scale and quality of Sodexo's catering capabilities and demonstrate its commitment to excellence.

In addition, Sodexo actively promotes healthy eating and nutritional awareness among students. A qualified nutritionist visits each school to provide guidance and education on balanced diets and healthy lifestyle choices.

Despite ongoing challenges within the hospitality sector, particularly in staff recruitment and retention, Sodexo has implemented a robust induction programme, remains competitive with compensation trends and offers continuous professional development opportunities. These measures support staff retention while enhancing the skills and performance of its workforce. Staff members continually undertake NVQs to support retention and progression into suitable positions.

Environmental Impact – reducing food waste

Sodexo has placed a strong focus on reducing food waste in support of the Licensed Trade Charity (LTC) and its corporate responsibility to address today's environmental challenges. Tackling food waste remains a key priority for the hospitality industry as a whole. At LVS Oxford, food waste is weighed daily, with the data shared with the Principal and highlighted during assemblies. This helps encourage pupils to take only what they will eat, promoting a more mindful approach to food consumption.

In addition, Sodexo has developed an engaging waste-awareness assembly programme for the LVS Ascot Infant and Junior school. This initiative involves measuring food waste on a set day, then repeating the process after a period of time.

The results are shared with students, clearly demonstrating the positive impact of their actions and the reduction in waste achieved.

By making the issue visible and measurable, this approach not only raises awareness but also inspires pupils to adopt more responsible and sustainable habits.

Food Delivery Concepts

Across all three sites, food engagement and themed dining days, like Street Food days, continue to be extremely popular with both students and staff.

Across the group, Sodexo has delivered a range of events such as Smoke & Bones, a barbecue-inspired concept; Cabana Mexicana, celebrating vibrant Mexican street food and Patty Shack, a burger-focused event. These initiatives are designed in the style of street food, experiences which are reflected in their branding and presentation. Other events that are themed around food include Chinese New Year, World Book Day, Six Nations Rugby and British Pie Week, to name a few. Menus are already being planned to coincide with the FIFA World Cup 2026.

Members of the catering team rotate across schools to deliver these events, all of which are promoted under the wider "street food" concept across the group. Sodexo also actively encourages both day students and boarders to take part in the schools' food forums. These sessions help Sodexo better understand their preferences, tastes and feedback, enabling menus to be tailored more effectively and further enhance engagement with the dining experience.





Financial review

The full financial results for the year are dealt with in the Statement of Financial Activities on page 27.

Financial performance compared with the previous year

The Charity has had a challenging year in a number of regards. Government policy and geo-political factors have had an adverse impact on the financial performance of many areas of the organisation. This has led to a significant reduction in the Net Surplus for the year, falling to £743k from £5,566k in 2024.

Net Income before Net Gains / Losses on Investments (commonly referred to as Operating Surplus / Deficit) was £369k for 2025, compared to £2,050k in the previous year.

The Charity's schools have continued to provide excellent education and outcomes for their pupils, however, a number of headwinds have caused the Net Income earned from the schools' operations to fall from £2,388k in 2024 to £1,325k in 2025.

LVS Ascot, like many independent schools, has been adversely impacted by the imposition of VAT on private school fees. In order to mitigate some of the VAT burden on fee payers, the Charity committed to freeze net fees for the whole of 2025 and 2026, nevertheless pupil numbers, which had already been impacted in the prior year, reduced further from 786 at the beginning of the year to 730 at the end.

This financial impact has then been compounded by increased Employers National Insurance contributions from April 2025, and the removal of the 80% reduction in business rates previously afforded to private schools operated as a Charity. These two changes alone have increased the organisation's annual costs by £500k.

In contrast, the Charity's two specialist schools, LVS Hassocks and LVS Oxford, had a very successful year, increasing their pupil numbers from 88 to 96 and from 61 to 77 respectively.

The Charity has continued to grow its presence, awareness and engagement in the trade, which has enabled more beneficiaries to be helped and to raise more funds. Total support provided in 2025 was £2,127k, an increase of 17% from 2024. Income from Donations, Grants and Fundraising grew by 34%, from £482k in 2024 to £647k this year. As always this included some very generous corporate donations, and the Charity's share of the proceeds from the Hospitality Rides and Pedalling to Pubs fundraisers.

Elvian Limited continued to make a notable contribution to the Charity's finances from its letting of facilities when not being used by the schools, recording a net profit of £515k (2024: £522k).

Net Income earned from investments fell by 31% in 2025, down to £922k from £1,342k in 2024. This fall is largely due to the restructuring exercise started in late 2024, to reallocate much of the funds previously invested in property income funds to long-term steady growth portfolios managed by 3 investment managers. This change has shifted the focus from income to growth assets which, as a long-term investor, is expected to generate better returns for the Charity.

The valuation of the defined benefit pension scheme liability reduced from £774k at the end of 2024 to £255k at the end of this year. An actuarial gain of £260k is recorded this year, compared to a gain of £1,312k in 2024.

Financial performance compared with expectations for the year

Whilst the financial performance of the Charity in 2025 was adversely impacted by many external factors, this was not unexpected, and the budget had been set accordingly.

Operating Surplus, the number which management has most influence over on a day-to-day basis, was £368k, against a budget of £65k.

Net Surplus for the year was £743k. This is £569k ahead of the budgeted surplus of £174k. The surplus increases the Charity's Net Funds, which enhances the Charity's ability to support beneficiaries in the future, as the it strives to increase awareness still further, and provides greater resilience to the challenges of the future. Stronger reserves also give the opportunity to grow the operating assets, to generate more income and support more beneficiaries going forward.

Total Net Income from the schools was broadly in line with the budget set. Pupil numbers at LVS Ascot started the year 5% ahead of budget, but ended 3% below budget, reflecting a trend across the independent school sector of falling pupil numbers since the introduction of VAT. LTC remains committed to this sector, and firmly believes that after a period of uncertainty and change, demand for independent education will remain and that the Charity's schools are well positioned to meet this demand.

LVS Hassocks and LVS Oxford were set challenging pupil number budgets for 2025. It is therefore pleasing to report that both schools exceeded those budgets, by 4% at LVS Hassocks and 6% at LVS Oxford, increasing pupil numbers by 24 overall.

Expenditure on Charity Services includes financial grants awarded and services provided to beneficiaries, together with the value of trade discounts and bursaries given to pupils at LVS Ascot. This spend was £210k lower than budget, but £308k higher than 2024. The services provided by the Charity's helpline and other partners, work to provide beneficiaries with proactive advice, guidance and tools which are often successful in lessening the direct financial assistance required.

Central costs were well controlled during the year, being in total £125k under budget. This reflects ongoing central costs remaining in line with expectations, some unbudgeted expenditure on professional fees associated with the acquisitions of the Kennington School site and Claires Court, mitigated by the service cost of the LTC 1967 defined benefit pension scheme being considerably lower than budgeted.

No gain nor loss is budgeted for investment or pension liability revaluations. In 2025, a gain on investments of £38k was recorded, which together with an actuarial gain on the defined benefit pension scheme liability of £260k, resulted in a net surplus of £743k, £569k above budget.

Reserves policy

At 31 December 2025, the unrestricted funds totalled £74,389k and restricted funds £53k. The unrestricted reserves include a liability of £255k calculated under FRS102 in respect of the notional funding deficit on the LTC 1967 defined benefit pension plan. The Trustees believe that this notional funding calculation, which can vary between surplus and deficit depending upon the assumptions used at year end, will have no material effect on the Charity's cash flows in the short-term and that in the longer term, its effects are manageable out of future income.

The Charity holds reserves in order that it can be confident of being able to support its beneficiaries for the long-term and as an operational organisation, that it can also be confident of maintaining its operations in the face of unforeseen events or short-term disruptions to income. The Trustees have developed the Reserves Policy with regard to the Charity Commission's guidelines. In the short-term, the Charity expects to fund any excess of charitable expenditure over income out of cash reserves. In the long-term, the Charity will aim to hold a level of general reserves equivalent to the number of months' operating costs relevant to each of its operating units. At 31 December 2025 this equated to approximately £20m.

The Trustees review the Reserves Policy annually, to ensure that it is consistent with both the Strategic Plan and the current organisational structure. This is particularly important following the recent growth of the Charity's school operations. In order to make a judgement on the reserves which should be held by the Charity, the Trustees have considered the risks in respect of expenditure, unrestricted income and where funds can only be released by the disposal of investments. The Trustees have also considered external identified potential risks to income and expenditure.

In 2025 the Charity recorded a net surplus for the year of £743k. The Charity's general reserves, defined as unrestricted reserves excluding fixed assets, directly owned investment property and the equity investment in the Morning Advertiser, stood at £35m at the end of the year, and therefore remain significantly above the minimum level required by the Charity's Reserves Policy.

The Charity reviews the finances of beneficiaries before approving the payment of grants to individuals. Historically, once a beneficiary reached 80 years of age, the Charity no longer performed an annual review of the beneficiary's finances and continued to pay the awarded grant until the beneficiary passed away.

Your paragraph text

This practice has now stopped, and the finances of all beneficiaries are reviewed annually. Where the annual means testing has previously ceased, the Trustees have accepted that payment will be made until the death of the beneficiary and have, therefore, designated funds equivalent to the estimated value of these future payments in the financial statements. At 31 December 2025, the value of this designated fund was £56,693.

Investment policy and objectives

The Charity is a long-term investor and does not rely on its investments producing a cash return to support its operations. As such, the Charity is able to invest a higher proportion of its portfolio in growth assets rather than income-generating assets.

The Trustees accept that in some years performance may be considerably below target, and in other years it may be considerably above target. The Investments Committee meets with each investment manager at least annually to review performance, and to ensure continued alignment with the Charity's investment strategy.

In late 2024, the Charity restructured its investment portfolio to better align with this long-term view, reducing the Charity's exposure to property assets and increasing its exposure to equities, bonds and alternatives.

General investment funds are managed for the Charity, in roughly equal proportions, by three investment managers: CCLA, Barclays Private Bank and Navera Investment Management (formerly known as Meridiem Investment Management). Each of these portfolios is managed on a Steady Growth mandate targeted to provide an annualised total return of CPI + 3% over an investment cycle (considered to be 5 to 7 years).

At the end of 2025, the property fund investments were held with Swiss Life and Savills.

Property investments (including investment properties) were 22% of the Charity's total investment portfolio at the end of the year, a reduction from 28% at the end of 2024.

The performance for 2025 resulted in an unrealised gain of £38k, £30k of which related to property funds and £8k to investment funds.

At the end of 2024 the property fund investments were held with with Swiss Life (formerly Mayfair Capital), Schroders and Savills.



Pensions

The Charity operates two pension schemes for its employees. The LTC 1967 Pension Scheme is a defined benefit pension scheme for the Charity's non-teaching staff (those who historically were not eligible to join the Teachers' Pension Scheme). The LTC 1967 Pension Scheme was closed to new entrants during 2024.

The Charity also operates a group defined contribution pension scheme. In order to comply with automatic enrolment legislation, all eligible new employees are automatically enrolled into this scheme. All employees who subsequently opt out of the scheme are automatically re-enrolled at three-yearly intervals, the most recent re-enrolment taking place in April 2026.

Tax status

The Trustees are of the opinion that the Charity is not liable for taxation on its charitable activities.

Plans for the future

The strategic plan

The current Strategic Plan covers 2024 – 2028, and was approved by the Trustees in July 2024.

The plan focuses on growing the awareness of the Charity within licensed hospitality, helping as many beneficiaries as possible and delivering first-class education across all the Charity's schools, in a financially responsible and secure way.

The plan sets out the Charity's ambition to grow industry awareness to 50% by 2028, and current indications are that it has achieved that target and now needs to maintain it. The Charity wants this to lead to doubling the value of charitable giving through grants and services by the end of the plan period.

In order to achieve this, it is ever more important that, despite the challenges outlined earlier, the Charity's operating assets and investments deliver strong financial performances, supported by increased amounts of fundraising. The Charity will continue to invest in its assets and people to enable this.

Expectations for 2026

The Charity is halfway through its Strategic Plan period and is making tremendous progress in elevating its status and awareness in the trade, broadening its reach day by day in order to support, and be of service to, as many beneficiaries as possible.

The licensed hospitality community continues to face many challenges from government policy, to prevailing economic conditions, to evolving consumer preferences. The Charity is determined to be relevant, present and accessible every time it is needed.

In order to underpin the Charity's ability to meet this growing demand the it has expanded the operational assets.

The number of schools within the Group will become 5, following the acquisition of Claires Court in February 2026, and the anticipated opening of Kennington School in September 2026.

Whilst there continues to be some uncertainty in the independent schools sector, the financial strength of the Charity means it is well positioned to counter these challenges and become an even stronger entity in the future. These challenges make it more important for the Charity to have a broad base of assets that can generate income whilst remaining aligned to its charitable objects.

The budget set for 2026 reflects all these factors – increasing demand from beneficiaries; reduced pupil numbers in mainstream independent schools; growth in the Charity's specialist schools; the cost of setting up a new specialist school and the acquisition of a mainstream school partway through 2026. The budgeted Net Deficit for the year is £1,766k.

Performance against the budget may be adversely affected by any of the factors set out above, but also by continued geo-political instability, conflict around the world and economic growth, or the lack thereof, in the UK. These macro factors influence the wealth of fee payers and their confidence to make a long-term commitment to the education of their children whilst also impacting the success of the hospitality sector and demand for the Charity's services from beneficiaries.

No gain or loss is budgeted for changes in valuations of the Charity's investments and the LTC 1967 pension scheme deficit. Therefore, any changes in these valuations will affect the net surplus or deficit recorded.

Risk management

The Trustees are responsible for the management of the risks faced by the Charity and have examined the major strategic, business and operational risks to which the organisation is, and may potentially be, exposed. The Trustees are satisfied that the systems, controls and policies are in place to mitigate and manage exposure to such major risks.

The Charity's comprehensive risk register is reviewed and updated annually, or more regularly if necessary, prior to review and discussion by the Trustees. In assessing the risks, the impact on Charity activity disruption, injury or property damage, loss of income, reputation, management focus, missed opportunity and strategic direction change are all considered.

There are four principal areas of risk which have the potential to significantly affect the operations of the Charity:

Government policy

Independent schools have been the subject of new government policies and taxes which are having a significant impact on the financial returns the Charity is able to earn from its mainstream schools. These changes have led to closures and consolidation within the sector, and different approaches to fee structures and offerings. This introduces opportunities but also new competitive risks. The Charity seeks to mitigate these by investing in its school assets, continued focus on the operational excellence of its schools and by reviewing the Reserves Policy, preparing long-term forecasts and contingency planning.

Affordability

LVS Ascot and Claires Court operate in a very competitive market, with many fee payers' disposable incomes coming under pressure from cost-of-living increases.

Places at the Charity's specialist schools are primarily funded by local authorities that are under financial pressure, with reduced budgets and increasing demands for services. This is causing local authorities to consider alternative means of fulfilling services, such as the development of specialist hubs attached to mainstream secondary schools. The schools all look to ensure that they offer value for money, whilst providing an excellent well-balanced education to mitigate this risk as far as possible.

Economic environment

The Charity has a diversified investment portfolio which is invested for the long-term, with an objective to grow the value of those investments ahead of inflation. This exposes the Charity to market risks, which are mitigated through the use of professional investment managers and advisers.

Safety and security of pupils, staff, volunteers and vulnerable grantees

The Charity aims to provide a safe and secure environment by having in place policies and procedures, including in the areas of safeguarding children, anti-bullying, health and safety, physical security, cyber security, data protection, wellbeing and critical incident management.

Trustees' responsibility statement

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the Charity. These records also allow the Trustees to make sure the financial statements comply with the requirements of the Charities Act 2011.

Charity law also requires the Trustees to prepare financial statements for each financial year, that give a true and fair view of the state of affairs of the Charity and of the results for that period.

In preparing those financial statements, the Trustees are required to:

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

The Trustees are also responsible for safeguarding the assets of the Charity and for taking reasonable steps for the prevention and detection of fraud.

Auditor

James Cowper Kreston Audit offers itself for reappointment as auditor for the year beginning 1 January 2026.

Approval of the financial statements

The Trustees confirm this report and accounts comply with the requirements of the Charities Act 2011 and the Charities SORP (FRS102).

The Trustee Body approves the financial statements.

BY ORDER OF THE TRUSTEE BODY



Mr Ludovick Halik
Chairman of Trustees
Dated: 16th July 2026

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

Opinion

We have audited the financial statements of Licensed Trade Charity (the 'parent charity') and its subsidiary (the 'Group') for the year ended 31 December 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 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 Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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 charity'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 Auditor's 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.

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charity has not kept sufficient accounting records; or
- the parent charity's financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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.

The specific procedures for this engagement that we designed and performed to detect material misstatements in respect of irregularities, including fraud, were as follows:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any material instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work to address the risk of irregularities due to management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for evidence of bias.

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

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF LICENSED TRADE CHARITY

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity'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 charity and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



James Cowper Kreston Audit Chartered Accountants and Statutory Auditor

Apex, Forbury Road, Reading, Berkshire, RG1 1AX
Date:

James Cowper Kreston Audit is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Restricted funds 2025	Unrestricted funds 2025	Total funds 2025	Total funds 2024
		£	£	£	£
INCOME FROM:					
Donations and legacies	4	**143,572**	**112,612**	**256,184**	217,726
Charitable activities:					
School fees		**-**	**26,392,601**	**26,392,601**	26,654,524
Grants		**-**	**19,167**	**19,167**	30,380
Other trading activities:					
Fundraising and events income	5	**-**	**372,083**	**372,083**	233,881
Gross income trading subsidiaries	2	**-**	**918,569**	**918,569**	960,698
Investments	6	**-**	**1,239,200**	**1,239,200**	1,560,448
Other income	7	**-**	**244,784**	**244,784**	107,552
TOTAL		**143,572**	**29,299,016**	**29,442,588**	29,765,209
EXPENDITURE ON:					
Raising funds:					
Costs of generating voluntary income	8	**-**	**416,776**	**416,776**	260,087
Expenditure trading subsidiaries	2	**-**	**403,778**	**403,778**	438,688
Investment management costs	10	**-**	**317,305**	**317,305**	218,190
Cost of events	9	**-**	**160,778**	**160,778**	107,010
Charitable activities:					
Schools	11	**70,606**	**24,997,285**	**25,067,891**	24,266,880
Grants		**118,617**	**956,326**	**1,074,943**	909,111
Bursaries		**-**	**450,683**	**450,683**	333,279
Charity Services	12	**-**	**601,038**	**601,038**	576,492
Support costs	13	**-**	**580,295**	**580,295**	605,054
TOTAL	14	**189,223**	**28,884,264**	**29,073,487**	27,714,791
NET INCOME BEFORE NET GAINS ON INVESTMENTS		**(45,651)**	**414,752**	**369,101**	2,050,418
Net gains on investments	16	**-**	**37,888**	**37,888**	2,105,512
NET INCOME/(EXPENDITURE)		**(45,651)**	**452,640**	**406,989**	4,155,930
Income from associate company	3	**-**	**76,426**	**76,426**	97,844
Actuarial gain on defined benefit pension scheme		**-**	**260,000**	**260,000**	1,312,000
NET MOVEMENT IN FUNDS		**(45,651)**	**789,066**	**743,415**	5,565,774
RECONCILIATION OF FUNDS:					
TOTAL FUNDS AT 1 JANUARY		**98,929**	**73,600,193**	**73,699,122**	68,133,348
TOTAL FUNDS AT 31 DECEMBER		**53,278**	**74,389,259**	**74,442,537**	73,699,122

All activities relate to continuing operations. The notes on pages 29 to 48 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible assets	**17**		**32,644,745**		28,506,768
Investments at market value	**20**		**44,405,192**		47,754,943
Investment in associate company	**18**		**1,602,554**		1,550,167
			78,652,491		77,811,878
CURRENT ASSETS					
Debtors	**21**	**7,905,193**		7,117,468	
Cash at bank		**10,044,042**		10,410,422	
		17,949,235		17,527,890	
CREDITORS: Amounts falling due within one year	**22**	**(17,574,869)**		(15,734,007)	
NET CURRENT ASSETS			**374,366**		1,793,883
TOTAL ASSETS LESS CURRENT LIABILITIES			**79,026,857**		79,605,761
CREDITORS: amounts falling due after more than one year	**23**		**(4,329,320)**		(5,132,639)
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY			**74,697,537**		74,473,122
Defined benefit pension scheme liability	**27**		**(255,000)**		(774,000)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**74,442,537**		73,699,122
CHARITY FUNDS					
Restricted funds	**24**		**53,278**		98,929
Unrestricted funds:	**24**				
Unrestricted funds excluding pension liability		**74,644,259**		74,374,193	
Pension reserve		**(255,000)**		(774,000)	
Total unrestricted funds			**74,389,259**		73,600,193
TOTAL FUNDS			**74,442,537**		73,699,122

The financial statements were approved by the Trustees on 16th July, 2026 and signed on their behalf by:



.....

Mr Ludovick Halik

The notes on pages 29 to 48 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note	£	2025 £	£	2024 £
FIXED ASSETS					
Tangible assets	**17**		**32,644,745**		28,506,768
Investment in subsidiary	**19**		**5,000**		5,000
Investments at market value	**20**		**44,405,192**		47,754,943
Investment in associate company	**18**		**500,025**		500,025
			77,554,962		76,766,736
CURRENT ASSETS					
Debtors	**21**	**7,849,186**		6,866,361	
Cash at bank		**10,023,052**		10,339,241	
		17,872,238		17,205,602	
CREDITORS: amounts falling due within one year	**22**	**(17,508,181)**		(16,014,576)	
NET CURRENT ASSETS			**364,057**		1,191,026
TOTAL ASSETS LESS CURRENT LIABILITIES			**77,919,019**		77,957,762
CREDITORS: amounts falling due after more than one year	**23**		**(4,329,320)**		(5,132,639)
NET ASSETS EXCLUDING PENSION SCHEME LIABILITY			**73,589,699**		72,825,123
Defined benefit pension scheme liability	**27**		**(255,000)**		(774,000)
NET ASSETS INCLUDING PENSION SCHEME LIABILITY			**73,334,699**		72,051,123
CHARITY FUNDS					
Restricted funds	**24**		**53,278**		98,929
Unrestricted funds:					
Unrestricted funds excluding pension liability		**73,536,421**		72,726,194	
Pension reserve		**(255,000)**		(774,000)	
Total unrestricted funds			**73,281,421**		71,952,194
TOTAL FUNDS			**73,334,699**		72,051,123

The financial statements were approved by the Trustees on 16th July, 2026 and signed on their behalf by:



.....

Mr Ludovick Halik

The notes on pages 29 to 48 form part of these financial statements.

CONSOLIDATED CASH FLOW STATEMENT
AS AT 31 DECEMBER 2025

	Note	2025	2024
		£	£
NET CASH PROVIDED BY OPERATIONS		**1,745,803**	4,550,591
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividends, interest and rents from investments		**1,239,200**	1,560,448
Purchase of fixed assets	**17**	**(6,191,440)**	(1,529,698)
Proceeds from the sale of fixed assets		**58,750**	40,065
Purchase of investments	**20**	**(6,635,667)**	(35,876,815)
Proceeds from the sale of investments		**10,022,345**	31,329,054
Net cash used in investing activities		**(1,506,812)**	(4,476,946)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of loans		**(605,371)**	(585,211)
Net cash used in financing activities		**(605,371)**	(585,211)
Change in cash and cash equivalents in the year		**(366,380)**	(511,566)
Cash and cash equivalents brought forward		**10,410,422**	10,921,988
Cash and cash equivalents carried forward		**10,044,042**	10,410,422
NET MOVEMENT IN FUNDS		**743,415**	5,565,774
Adjustments for:			
Dividends, interest and rents from investments		**(1,239,200)**	(1,560,448)
Depreciation charges	**17**	**2,041,331**	1,901,600
Gain on disposal of fixed assets		**(46,619)**	(7,661)
Fair value gains made on investments		**(37,888)**	(2,105,512)
Increase in debtors	**21**	**(787,725)**	(479,188)
Increase in creditors	**22 / 23**	**1,642,914**	2,733,869
Decrease in provision for defined benefit pension scheme		**(519,000)**	(1,425,000)
Income from associate company	**3**	**(51,425)**	(72,843)
NET CASH PROVIDED BY OPERATIONS		**1,745,803**	4,550,591

The notes on pages 29 to 48 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1. ACCOUNTING POLICIES

Licensed Trade Charity is an unincorporated charity. It is registered in England and Wales with Charity Registered number 230011. The principal address of the Charity is Heatherley, London Road, Ascot, Berkshire, SL5 8DR.

1.1 Basis of Accounting

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note to these accounts. 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 (FRS 102) second edition issued on 1 January 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

These provisions mean that the consolidated financial statements have been prepared to aggregate the Charity together with its trading subsidiary, Elvian Limited.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for income and expenditure during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Tangible Fixed Assets (see note 17)

Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values may vary depending upon the type of asset and its use and management use historic experience to assess these factors.

Pension Commitments (see note 27)

Various assumptions are made in reporting the performance of the Charity's pension scheme. A valuation is carried out for reporting purposes by a qualified independent actuary. The principal actuarial assumptions made are disclosed in note 27.

Investment Properties (see note 20)

Residential investment property valuations are made annually by management, based upon external indications of value and consideration of market conditions. Commercial investment properties are valued annually by qualified independent Chartered Surveyors.

1.3 Basis of Consolidation

The Licensee & Morning Advertiser and the assets of the Pub, Club and Leisure Show Limited were incorporated into The Morning Advertiser Limited (MA Ltd) in January 2000. At that time the Charity owned £75 shares and William Reed Holdings Limited owned £25 shares. The financial statements of MA Ltd were consolidated into William Reed Holdings Limited financial statements as a subsidiary since it had a majority representation on the Board of Directors. The Charity's investment was shown as an investment in a joint venture.

1. ACCOUNTING POLICIES (continued)

1.3 Basis of Consolidation (continued)

In March 2002, William Reed Holdings Limited bought £50 of the Charity's shares and the Charity became a minority shareholder with a 25% shareholding.

Under the Charities SORP (FRS102), the Charity treats MA Ltd as an associate company in its financial statements (see note 3) and consolidates that percentage (25%) of its income and expenditure into its Consolidated Statement of Financial Activities.

The MA Ltd's year end is 31 March and so unaudited management accounts have been taken for the company's financial year. The Charity's investment is shown as an investment in an associate company (see note 18).

1.4 Going Concern

Based on a review of financial projections and taken together with existing group financing facilities the Trustees believe that the financial statements have been prepared appropriately on the going concern basis.

1.5 Fund Accounting

The Charity's funds consist of general funds which the Charity may use for its purposes at its discretion. When donors indicate that an amount is for a specific purpose, such amounts are treated as restricted funds.

1.6 Donation Income

Donation income is accounted for on a cash received basis.

1.7 Gift Aid

Voluntary income by way of gift aid is credited in the year it is receivable. Corporate gift aid is received gross of tax, but the Charity is able to recover basic rate income tax from UK individual tax payers and such gift aid donations are shown gross of the relevant credit.

1.8 Income from Investments

Investment income comprises dividends received during the accounting period and interest received on listed and unlisted investments.

1.9 School Fees

School fees are accounted for in the period to which they relate and are shown gross, including bursaries paid by the Charity, on the Statement of Financial Activities.

1. ACCOUNTING POLICIES (continued)

1.11 Tangible Fixed Assets and Depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

School Buildings	-	at 2% on cost
Building Improvements	-	at various rates between 2% and 20% at
Motor Vehicles	-	25% on cost
Furniture & Fittings	-	at various rates between 6.67% and 20% at
IT Equipment	-	33.33% on cost
Land	-	not depreciated

Items costing less than £1,000 are written off as an expense when acquired.

1.12 Allocation of Central Support Costs

Central costs are allocated between the following categories: Investments, Schools, Fundraising, Event costs, Charity Services, Subsidiary and Support (including governance costs).

The method of allocation for costs, which cannot be specifically allocated to each category, is based on the time spent on each category by each management function. Allocations for the year ending 31 December 2025 are as follows:-

Type of expense	Management	Professional	Establishment	Other	Total
Method of allocation	Time	Usage	Usage	Per capita	
Functions	£000's	£000's	£000's	£000's	£000's
Investments	40	245	1	32	318
Schools	105	420	31	1,158	1,714
Generating Voluntary Income	217	63	5	132	417
Events	75	22	2	61	160
Charity Services	296	86	5	212	599
Subsidiary	8	23	2	62	95
Support	170	97	4	309	580
Total	911	956	50	1,966	3,883

Support costs comprise the costs of running the Charity including strategic planning, internal and external audit, legal advice, Trustees expenses and all of the costs of complying with statutory requirements such as the preparation of statutory financial statements and meetings of the Trustee Body and its sub committees (note 13).

Charity Services costs comprise staff and other costs incurred in helping those in need including advising on their qualification for state benefits, preparing their cases for submission to the Charity Services committee, giving emotional support and arranging payments for agreed grants.

1. ACCOUNTING POLICIES (continued)

1.13 Pension Costs

The Charity operates a defined benefit pension scheme for its non teaching staff. This is funded by contributions at rates determined by independent, qualified actuaries. These contributions are invested separately from the Charity's assets and are charged to the Statement of Financial Activities and relevant disclosures about the scheme are provided in note 27.

The Charity is subject to the automatic enrolment legislation. All eligible employees of the Charity that do not join the appropriate final salary scheme are automatically enrolled into a group pension plan, with employer pension contributions charged to the Statement of Financial Activities in the year in which they arise.

1.14 Investments

Listed Investments
Investments are included in the financial statements at mid-market value as at the year end. Realised and unrealised gains and losses are recognised as they arise and are included separately in the Statement of Financial Activities.

Investment in Associate
As at 31 December 2025, the Charity holds a minority shareholding in an associate company, The Morning Advertiser Limited. The share of the associate's profits are shown as income from associate in the Consolidated Statement of Financial Activities.

The Charity's interest is recorded as follows:
In the Consolidated Balance Sheet, shares at cost and minority reserves accumulated to date.
In the Charity's Balance Sheet, the cost of the shares in the associated company is shown.

1.15 Investment Properties

Investment properties are stated at open-market valuation. Realised and unrealised gains and losses are recognised as they arise and are included separately in the Statement of Financial Activities.

1.16 Stocks

School books and other teaching materials are expensed in the year of acquisition.

1.17 Debtors

Trade debtors, other debtors and prepayments are recognised at their settlement amount.

1. ACCOUNTING POLICIES (continued)

1.18 Creditors and Provisions

Creditors and provisions are recognised where the Charity 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 recognised at their settlement amount.

1.19 Advance Fee Plan Scheme Payments

Amounts received under the school's advance fee plan scheme which have not been used to settle school fees are recognised as deferred income within current liabilities where education will be provided with one year of the reporting date and within non-current liabilities where education will be provided in subsequent years.

1.20 Financial Instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. The basic instruments are held at amortised cost and at fair value (note 31).

2. NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARIES

The Charity has one wholly owned trading subsidiary, Elvian Limited. Elvian Limited pays its taxable profits to the Charity under a deed of covenant and its audited financial statements are filed with the Registrar of Companies. The Company has not recognised a corporation tax charge in the year as taxable profits will be distributed in full to the parent charity within nine months of the year end and charitable donations relief will be claimed under Part 6 (s189) of the Corporation Tax Act 2010.

Elvian Limited's audited results are as follows:

Profit and Loss Account	**2025**	2024
	£	£
Turnover	**918,569**	960,698
Cost of sales	**(284,289)**	(321,644)
Gross profit	**634,280**	639,054
Administration costs	**(119,489)**	(117,044)
Net profit	**514,791**	522,010
Profit gifted to parent charity under deed of covenant	**(514,791)**	(522,010)
Profit retained in subsidiary	**-**	-

3. NET INCOME FROM TRADING ACTIVITIES OF ASSOCIATE COMPANY

The Charity has a 25% shareholding in The Morning Advertiser Limited (MA Ltd). The principal activity of this company is the digital publication of a trade journal "The Morning Advertiser" which the Charity had managed for 200 years before transferring its management to William Reed Publishing Ltd in 2000.

The Morning Advertiser Limited's unaudited results are as follows:

	2025	2024
	£	£
Revenue	**2,456,978**	2,460,508
Cost of sales	**(1,012,272)**	(954,293)
Gross profit	**1,444,706**	1,506,215
Overhead costs	**(1,139,000)**	(1,111,000)
Profit for the year	**305,706**	395,215
Reserves brought forward	**6,204,506**	5,909,296
Dividend paid in year	**(100,005)**	(100,005)
Reserves carried forward	**6,410,207**	6,204,506

The Charity's share of the total profit for the year resulting from its investment in MA Ltd is £76,426 (2024: £97,844). The Charity received £25,001 (2024: £25,001) dividend income from MA Ltd during the year.

4. DONATIONS AND LEGACIES

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Donations	**143,572**	**112,612**	**256,184**	217,726

In 2024, of the donations and legacies income, £41,255 related to restricted funds and £176,471 related to unrestricted funds.

5. FUNDRAISING AND EVENTS INCOME

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Fundraising and events income	**-**	**372,083**	**372,083**	233,881

In 2024, all amounts related to unrestricted funds.

6. INVESTMENT INCOME

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Rental income	**-**	**105,538**	**105,538**	107,766
Income from investments	**-**	**684,082**	**684,082**	915,005
Bank deposit interest	**-**	**449,580**	**449,580**	537,677
	-	**1,239,200**	**1,239,200**	1,560,448

In 2024, all amounts related to unrestricted funds.

7. OTHER INCOME

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Other	**-**	**244,784**	**244,784**	107,552
	-	**244,784**	**244,784**	107,552

In 2024, all amounts related to unrestricted funds.

8. COSTS OF GENERATING VOLUNTARY INCOME

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Staff costs	**-**	**217,155**	**217,155**	148,155
Administration and depreciation	**-**	**199,621**	**199,621**	111,932
	-	**416,776**	**416,776**	260,087

In 2024, all amounts related to unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

9. COST OF EVENTS

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Staff costs	-	**75,902**	**75,902**	56,076
Administration and depreciation	-	**84,876**	**84,876**	50,934
	-	**160,778**	**160,778**	107,010

In 2024, all amounts related to unrestricted funds.

10. INVESTMENT MANAGEMENT COSTS

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Fund Management Fees and Investment Advice	-	**233,301**	**233,301**	120,405
Property charges	-	**8,141**	**8,141**	12,527
Staff costs	-	**39,658**	**39,658**	47,491
Administration and depreciation	-	**36,205**	**36,205**	37,767
	-	**317,305**	**317,305**	218,190

In 2024, all amounts related to unrestricted funds.

11. COST OF RUNNING SCHOOLS

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Staff costs	-	**14,217,515**	**14,217,515**	14,088,428
Catering and cleaning	-	**2,076,682**	**2,076,682**	2,242,148
Establishment costs	-	**1,019,037**	**1,019,037**	728,959
Administration and depreciation	**70,606**	**5,757,883**	**5,828,489**	5,663,054
Other costs	-	**1,926,168**	**1,926,168**	1,544,291
	70,606	**24,997,285**	**25,067,891**	24,266,880

In 2024, of the cost of running schools, £194,056 related to restricted funds and £24,072,824 related to unrestricted funds.

12. CHARITY SERVICES

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Staff costs	-	295,985	295,985	317,592
Administration and depreciation	-	305,053	305,053	258,900
	-	601,038	601,038	576,492

In 2024, all amounts related to unrestricted funds.

13. SUPPORT COSTS

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Governance costs				
Auditor's remuneration	-	26,700	26,700	26,650
Auditor's remuneration - non audit	-	7,756	7,756	9,361
Other committee expenses	-	39,181	39,181	31,015
Trustees' allowances - chairman	-	450	450	232
Trustees' travel expenses	-	40,199	40,199	36,710
Other support costs				
Legal and professional	-	44,774	44,774	27,970
Bank charges and interest	-	134,360	134,360	160,449
Staff costs	-	169,656	169,656	171,779
Administration and depreciation	-	117,219	117,219	140,888
	-	580,295	580,295	605,054

In 2024, all amounts related to unrestricted funds.

14. TOTAL RESOURCES EXPENDED

	Staff Costs £	Depreciation £	Other Costs £	2025 £	2024 £
School running costs	14,112,137	1,679,610	7,562,902	23,354,649	22,964,303
School support costs	105,378	224,729	1,383,135	1,713,242	1,302,577
Investment costs	39,658	6,198	271,449	317,305	218,190
Cost of trading subsidiary	-	12,216	391,562	403,778	438,688
Fundraising events	75,902	11,863	73,013	160,778	107,010
Support costs	169,656	26,516	384,123	580,295	605,054
Grants	-	-	1,074,943	1,074,943	909,111
Bursaries	-	-	450,683	450,683	333,279
Charity Services costs	295,985	46,260	258,793	601,038	576,492
Costs of generating voluntary income	217,155	33,939	165,682	416,776	260,087
	15,015,871	2,041,331	12,016,285	29,073,487	27,714,791

All grants are paid to individuals in line with our objectives.

15. STAFF COSTS

	2025 £	2024 £
Wages and salaries	11,893,921	11,614,781
Social security	1,358,158	1,126,277
Pension costs	1,669,778	1,980,091
Re-organisation costs	53,676	80,341
Other staff costs	40,338	39,953
	15,015,871	14,841,443

15. STAFF COSTS (continued)

Employee emoluments	**2025**	2024
£ 60,000 - £ 70,000	**17**	12
£ 70,000 - £ 80,000	**6**	5
£ 80,000 - £ 90,000	**4**	2
£ 90,000 - £100,000	**1**	2
£100,000 - £110,000	**1**	0
£110,000 - £120,000	**0**	2
£120,000 - £130,000	**1**	1
£130,000 - £140,000	**2**	1
£140,000 - £150,000	**2**	1
£150,000 - £160,000	**0**	1
£180,000 - £190,000	**1**	0

Employee emoluments include remuneration and benefits-in-kind, as defined for taxation purposes.

The Charity considers its key management personnel to comprise of the Trustees and the Chief Executive, Executive Director Education and Operations, Finance Director, HR Director, Director of Charity Operations and Executive Principal of LVS Ascot. The total employment benefits including employer national insurance and pension contributions of the key management personnel were £1,153,784 (2024: £1,148,347).

No Trustees received any remuneration in 2025 or 2024. During the year expenditure of £33,345 (2024: £38,309) was re-imbursed to or paid on behalf of fifteen Trustees.

The average number of employees analysed by function is as follows:

	2025	2024
Direct charitable expenditure:		
School	**279**	289
Other	**1**	1
	280	290
Fundraising and publicity	**6**	7
Welfare	**8**	7
Management and administration	**21**	21
	35	35
	315	325

16. REALISED AND UNREALISED INVESTMENT GAINS & LOSSES

	2025	2024
	£	£
Unrealised gains on investment revaluation	**89,069**	2,301,897
Realised losses on sale of investments	**(51,181)**	(196,385)
	37,888	2,105,512

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

17. TANGIBLE FIXED ASSETS

	Land and Buildings £	Building Improvements £	Motor Vehicles £	Equipment, Fixtures and Fittings £	Total £
Group					
Cost					
At1January 2025	**28,146,873**	**23,186,901**	**586,761**	**4,787,773**	**56,708,308**
Additions	**4,441,963**	**485,664**	**228,089**	**1,035,724**	**6,191,440**
Disposals	**-**	**-**	**(108,726)**	**-**	**(108,726)**
At 31 December 2025	**32,588,836**	**23,672,565**	**706,124**	**5,823,497**	**62,791,022**
Depreciation					
At 1 January2025	**15,786,738**	**8,809,889**	**329,213**	**3,275,700**	**28,201,540**
Charge for the year	**550,773**	**956,398**	**131,334**	**402,826**	**2,041,331**
On disposals	**-**	**-**	**(96,594)**	**-**	**(96,594)**
At 31 December 2025	**16,337,511**	**9,766,287**	**363,953**	**3,678,526**	**30,146,277**
Net book value					
At 31 December 2025	**16,251,325**	**13,906,278**	**342,171**	**2,144,971**	**32,644,745**
At 31 December 2024	12,360,135	14,377,012	257,548	1,512,073	28,506,768

	Land and Buildings £	Building Improvements £	Motor Vehicles £	Equipment, Fixtures and Fittings £	Total £
Charity					
Cost					
At1January 2025	**28,146,873**	**23,186,901**	**586,761**	**4,787,773**	**56,708,308**
Additions	**4,441,963**	**485,664**	**228,089**	**1,035,724**	**6,191,440**
Disposals	**-**	**-**	**(108,726)**	**-**	**(108,726)**
At 31 December 2025	**32,588,836**	**23,672,565**	**706,124**	**5,823,497**	**62,791,022**
Depreciation					
At 1 January2025	**15,786,738**	**8,809,889**	**329,213**	**3,275,700**	**28,201,540**
Charge for the year	**550,773**	**956,398**	**131,334**	**402,826**	**2,041,331**
On disposals	**-**	**-**	**(96,594)**	**-**	**(96,594)**
At 31 December 2025	**16,337,511**	**9,766,287**	**363,953**	**3,678,526**	**30,146,277**
Net book value					
At 31 December 2025	**16,251,325**	**13,906,278**	**342,171**	**2,144,971**	**32,644,745**
At 31 December 2024	12,360,135	14,377,012	257,548	1,512,073	28,506,768

18. INVESTMENT IN ASSOCIATE COMPANY

The Charity incorporates the assets of its publishing division The Licensee and Morning Advertiser and its trading company Pub, Club and Leisure Show Limited into The Morning Advertiser Limited.

In the Consolidated Balance Sheet, the value of the Charity's investment in The Morning Advertiser Limited as at 31 December 2025 is represented by the cost of its shares of £500,025 and its minority share of reserves at 31 December 2025 of £1,102,529 totalling £1,602,554. In the Charity's Balance Sheet, only the cost of £500,025 is shown.

Initially the Trustees considered the venture with William Reed Holdings Limited to be a joint venture but following the disposal of their majority holding, now regard it as an associate company and adopt the treatment required by the Charities SORP (FRS102).

The Morning Advertiser Limited has a 31 March year end and therefore results shown in note 3 are based on management accounts and statutory financial statements information to bring them in line with the Charity's year end.

19. INVESTMENT IN SUBSIDIARY

As detailed in note 2, the Charity is the parent company of Elvian Limited with a shareholding of £5,000.

20. INVESTMENTS AND INVESTMENT PROPERTIES

	2025 Market Value £	2024 Market Value £
STOCK MARKET		
Details of the closing market value are shown below:		
At 1 January 2025	**34,448,500**	23,203,356
Additions	**6,635,667**	35,876,815
Gain from Revaluation	**(231,377)**	1,896,153
Disposals	**(6,234,997)**	(26,527,824)
At 31 December 2025	**34,617,793**	34,448,500
PROPERTY FUNDS		
Details of the closing market value are shown below:		
At 1 January 2025	**7,788,943**	12,380,812
Additions	**-**	-
Gain/(Loss) from Revaluation	**268,304**	209,361
Disposals	**(3,787,348)**	(4,801,230)
At 31 December 2025	**4,269,899**	7,788,943
TOTAL INVESTMENTS	**38,887,692**	42,237,443
INVESTMENT PROPERTIES		
Details of the closing market value are shown below:		
At 1 January 2025	**5,517,500**	5,517,500
Additions	**-**	-
Gain from Revaluation	**-**	-
Disposals	**-**	-
At 31 December 2025	**5,517,500**	5,517,500
TOTAL INVESTMENTS AND INVESTMENT PROPERTIES	**44,405,192**	47,754,943

All residential investment properties were professionally valued during the year to 31 December 2024.

The year end cost of the investments and investment properties were as follows:

	2025 £	2024 £
Stock Market Investments	**32,721,790**	31,979,735
Property Fund Investments	**4,393,716**	8,138,662
TOTAL INVESTMENTS	**37,115,506**	40,118,397
Investment Properties	**2,024,519**	2,024,519
TOTAL INVESTMENTS AND INVESTMENT PROPERTIES	**39,140,025**	42,142,916

21. DEBTORS

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade debtors	**6,810,964**	5 ,553,914	**6,807,179**	5,181,102
Due from subsidiary	**-**	-	**-**	141,083
Other debtors	**217,919**	2 69,856	**214,034**	269,856
Prepayments and accrued income	**876,310**	1 ,293,698	**827,973**	1,274,320
	7,905,193	7 ,117,468	**7,849,186**	6,866,361

Debtors include a loan value of £57,647 (2024: £57,647) to the Hilda Webber Trust. The purpose of these loans is to provide capital repairs to a property from which the Charity will benefit in the will, to which two members of the Charity's management team are Executors.

22. CREDITORS

Amounts falling due within one year

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank loans	**625,771**	603,112	**625,771**	603,112
Trade creditors	**613,282**	593,652	**608,746**	593,652
Due to subsidiary	**-**	-	**136,157**	-
Other taxation and social security	**1,532,269**	1,397,485	**1,529,632**	1,397,485
Other creditors and accruals	**3,945,560**	3,341,636	**3,938,474**	3,833,516
Deferred income	**10,857,987**	9,798,122	**10,669,401**	9,586,811
	17,574,869	15,734,007	**17,508,181**	16,014,576

23. Amounts falling due after more than one year

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Bank loans	**2,921,748**	3,549,778	**2,921,748**	3,549,778
Deferred income	**1,407,572**	1,582,861	**1,407,572**	1,582,861
	4,329,320	5,132,639	**4,329,320**	5,132,639

Creditors include amounts not wholly repayablewithin 5 years as follows:

	Group		Charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Repayable by instalments	**2,921,748**	3,549,778	**2,921,748**	3,549,778

23. Amounts falling due after more than one year (continued)

The bank loan is secured on the Charity's Ascot site which represents 29% of the net book value of the property, which is included in the financial statements at £12,227,654.

Changes in the balance of deferred income are recognised in the Statement of Financial Activities during the year.

24. SUMMARY OF FUNDS

	Brought Forward	Incoming Resources	Resources Expended	Gains	Transfers	Carried Forward
	£	£	£	£	£	£
General funds	**73,523,224**	29,299,016	(28,884,264)	374,314	20,276	**74,332,566**
Designated funds	**76,969**	-	-	-	(20,276)	**56,693**
Total unrestricted funds	**73,600,193**	29,299,016	(28,884,264)	374,314	-	**74,389,259**
Restricted funds	**98,929**	143,572	(189,223)	-	-	**53,278**
	73,699,122	29,442,588	(29,073,487)	374,314	**-**	**74,442,537**

Designated funds relate to amounts set aside by the Trustees for potential future payments to certain beneficiaries and does not meet the conditions to be recorded as a liability. During 2018 Sodexo made a capital investment of £399,000, which is being depreciated over the length of the contract.

Restricted Funds 2025	Brought Forward	Income	Expenditure	Transfer to unrestricted funds	Carried Forward
	£	£	£	£	£
Hardship Fund 4*	**794**	-	-	-	**794**
Hardship Fund 5*	**30**	25,000	(10,000)	-	**15,030**
Hardship Fund 6*	**344**	-	-	-	**344**
Hardship Fund 7*	**-**	89,450	(89,450)	-	**-**
Grant 3	**-**	6,667	(6,667)	-	**-**
Grant 5	**-**	12,500	(12,500)	-	**-**
Ascot School	**2,000**	-	-	-	**2,000**
Sodexo Capital grants	**95,761**	-	(60,651)	-	**35,110**
Sodexo notional donation	**-**	9,955	(9,955)	-	**-**
	98,929	143,572	(189,223)	-	**53,278**

24. SUMMARY OF FUNDS (continued)

Restricted Funds 2024	Brought Forward	Income	Expenditure	Transfer to unrestricted funds	Carried Forward
	£	£	£	£	£
Hardship Fund 4*	794	-	-	-	**794**
Hardship Fund 5*	30	-	-	-	**30**
Hardship Fund 6*	344	-	-	-	**344**
Hardship Fund 7*	104,922	920	(105,842)	-	**-**
Grant 2	-	2,880	(2,880)	-	**-**
Grant 3	-	15,000	(15,000)	-	**-**
Grant 5	-	12,500	(12,500)	-	**-**
Ascot School	2,000	-	-	-	**2,000**
Sodexo Capital grants	143,640	-	(47,879)	-	**95,761**
Sodexo notional donation	-	9,955	(9,955)	-	**-**
	251,730	41,255	(194,056)	-	**98,929**

Hardship Funds *
Donations received to be used to alleviate poverty and hardship endured by employees of the donors and their families.

Grant 2
Restricted to the provision of mental health training for managers in the licensed trade.

Grant 3
Restricted to funding the cost of awards made to sixth form pupils.

Grant 5
Restricted to the provision of welfare programmes

Welfare Grant
Restricted to grants awarded to individuals living in London.

Sodexo Capital Grant
Restricted expenditure relates to depreciation charges in respect of capital investment made by Sodexo.

25. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds 2025 £	Unrestricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Tangible fixed assets	-	**32,644,745**	**32,644,745**	28,506,768
Fixed asset investments	-	**46,007,746**	**46,007,746**	49,305,110
Current assets	**53,278**	**17,895,957**	**17,949,235**	17,527,890
Creditors due within one year	-	**(17,574,869)**	**(17,574,869)**	(15,734,007)
Creditors due in more than one year	-	**(4,329,320)**	**(4,329,320)**	(5,132,639)
Pension scheme liability	-	**(255,000)**	**(255,000)**	(774,000)
	53,278	**74,389,259**	**74,442,537**	73,699,122

26. CONTINGENT ASSETS

The Hilda Florence Webber Trust was set up to allow for Hilda Florence Webber's niece to benefit from the accommodation and income generated from two properties in Hove, Sussex. On the death of her niece, the full ownership of the properties will be left to the Charity in Hilda Florence Webber's will to which two members of the Charity's management team are executors.

27. PENSION COMMITMENTS

The Charity participates in the Licensed Trade Charity 1967 Life Assurance and Pension Scheme (LTC scheme). The Charity makes contributions to this defined benefit scheme in accordance with recommended rates. In 2025, the cost of the contributions to this scheme was £505,246 (2024: £569,482). With effect from 1 September 2024 the LTC scheme is closed to new entrants.

The assets and liabilities of the LTC scheme can be separately identified as belonging to the Licensed Trade Charity.

27. PENSION COMMITMENTS (continued)

Licensed Trade Charity 1967 Life Assurance and Pension Scheme

The Charity operates a defined benefit pension scheme providing benefits based on final pensionable pay. The assets of the Scheme are held separately from those of the Charity, and are invested in a range of funds. Contributions to the scheme are charged to the Statement of Financial Activities so as to spread the cost of pensions over employees' working lives with the Charity. The contributions are determined by a qualified actuary on the basis of triennial valuations based on the projected unit method.

The triennial valuation in April 2023 showed a surplus of £342,000. As a result no deficit repair contributions were required in the year. Following the valuation the employer contribution rate decreased from 26.00% to 24.00% of pensionable earnings from 1 December 2023. This rate remained unchanged during 2024 and 2025.

In 2025, the FRS 102 valuation shows a deficit of £255,000 (2024: £774,000). The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investments and the change in discount rate. The assumptions adopted for the most recent actuarial valuation assumed that investment returns would increase by 2.85% per annum, pensionable salary increases would be 3.00% in 2025 respectively and 2.85% per annum thereafter, future increases in pension payments would be 2.85% per annum and the discount rates would be 5.55% per annum.

The normal contribution for the period was £505,246 (2024: £569,482). During 2025, the Charity paid contributions to the Scheme at a rate of 24.00% of pensionable salaries.

	2025	2024
	£	£
Fair value of scheme assets	**13,194,000**	12,563,000
Present value of unfunded obligations	**(13,449,000)**	(13,337,000)
Net liability	**(255,000)**	(774,000)

Changes in the present value of the defined benefit obligation were as follows:

	2025	2024
	£	£
Opening defined benefit obligation	**13,337,000**	14,967,000
Actuarial (gains)/losses	**(104,000)**	(2,161,000)
Current service cost	**406,000**	567,000
Employee contributions	**2,000**	11,000
Interest costs	**707,000**	672,000
Benefits paid	**(899,000)**	(719,000)
Closing defined benefit obligation	**13,449,000**	13,337,000

27. PENSION COMMITMENTS (continued)

Changes in the fair value of scheme assets were as follows:

	2025	2024
	£	£
Opening fair value of scheme assets	**12,563,000**	12,768,000
Actual return on scheme assets less expected return	**156,000**	(849,000)
Expected return	**673,000**	577,000
Benefits paid	**(899,000)**	(719,000)
Contributions paid by the Charity	**699,000**	775,000
Employee contributions	**2,000**	11,000
	13,194,000	12,563,000

The major categories of scheme assets as a percentage of total scheme assets are as follows:

	2025	2024
Equity & Property	**43.00%**	44.00%
Bonds	**30.00%**	29.00%
Other assets and cash	**27.00%**	27.00%

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	2025	2024
Discount rate	**5.55%**	5.40%
Inflation	**2.85%**	3.10%
Rate of increase in salaries - year 1	**3.00%**	4.00%
Rate of increase in salaries - year 2 onwards	**2.85%**	3.10%
Limited price indexation pension increase capped at 5.0%	**2.81%**	3.03%
Limited price indexation pension increase capped at 2.5%	**2.06%**	2.15%

Amounts for the current and previous four periods are as follows:

Defined benefit pension schemes

	2025	2024	2023	2022	2021
	£	£	£	£	£
Defined benefit obligation	**(13,449,000)**	(13,337,000)	(14,967,000)	(14,117,000)	(22,764,000)
Scheme assets	**13,194,000**	12,563,000	12,768,000	12,757,000	21,221,000
Deficit	**(255,000)**	(774,000)	(2,199,000)	(1,360,000)	(1,543,000)
Experience adjustments on scheme liabilities	**(104,000)**	(2,161,000)	(414,000)	9,422,000	(300,000)
Experience adjustments on scheme assets	**156,000**	(849,000)	(653,000)	(8,799,000)	975,000

28. RELATED PARTY TRANSACTIONS

There were no related party transactions between the Charity and the Trustees during the year.

29. OPERATING LEASES COMMITMENTS

At 31 December 2025 the Group had future minimum lease payments under non-cancellable operating leases.

	2025	2024
	£	£
Within one year	**41,587**	76,518
Later than one year but within five years	**110,899**	153,721
	152,486	230,239

30. CAPITAL COMMITMENTS

At 31 December 2025 the Group had capital commitments of £18,300 (2024: £299,876).

31. FINANCIAL INSTRUMENTS

	Group		**Charity**	
	2025	2024	**2025**	2024
	£	£	**£**	£
Cash and cash equivalents	**10,044,042**	10,410,422	**10,023,052**	10,339,241
Financial assets measured at amortised cost	**7,028,883**	5,823,770	**7,021,213**	5,592,041
Financial assets measured at fair value	**38,887,692**	42,237,443	**38,887,692**	42,237,443
	55,960,617	58,471,635	**55,931,957**	58,168,725
Financial liabilities measured at amortised cost	**(9,638,630)**	(9,485,663)	**(9,760,528)**	(9,977,543)

Financial assets measured at amortised cost comprise trade debtors, amounts owed by group undertakings and other debtors.
Financial assets measured at fair value comprise listed investments.
Financial liabilities measured at amortised cost comprise bank loans, trade creditors, amounts owed to group undertakings and other creditors.

32. POST BALANCE SHEET EVENTS

On 19 February 2026, Licensed Trade Charity acquired 100% of the issued share capital of Claires Court Schools Limited. This transaction represents a non-adjusting post balance sheet event, as it relates to conditions that arose after the reporting date.

LICENSED TRADE CHARITY

Licensed Trade Charity

Heatherley, London Road
Ascot, Berkshire, SL5 8DR.

Telephone
01344 884440

Email
info@ltcharity.org.uk

Website
licensedtradecharity.org.uk

Helpline
0808 801 0550
open 24 hours 365 days per year

Registered Charity No. 230011