



Charity Number: 1157164

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**  
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**FOR THE YEAR ENDED 31 MARCH 2019**

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**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**LEGAL & ADMINISTRATIVE INFORMATION**

**FOR THE YEAR ENDED 31 MARCH 2019**

**Legal and administrative information**

<b>Charity number</b>	-	1157164
<b>Trustees</b>	-	L Duvall (Chair) P Croall W Edgerley R Goodwin T Mitton G Parker (Nominated) N Snook M Woods M Willams (Nominated - July 2018)
<b>Operational address</b>	-	Charlton House Charlton Road London SE7 8RE
<b>Auditors</b>	-	Simpson Wreford LLP Chartered Accountants Wellesley House Duke of Wellington Avenue Royal Arsenal London SE18 6SS

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**REPORT OF THE TRUSTEES**

**FOR THE YEAR ENDED 31 MARCH 2019**

**Message from the Chair and Chief Executive**

**We are delighted to present the 2018/19 Annual Report**

During 2018/19 we have overseen the establishment of a ten-year strategy describing our ambitions to 2029. We start this report thanking our supporters including the Royal borough of Greenwich, the National Lottery Heritage Fund, and World Monuments Fund, Britain for their help over the last five years.

2018/19 has been a busy year. Our report charts significant change over the last twelve months most significantly the closure of Greenwich Heritage Centre and the temporary relocation of the Museum Collections & Archive to a new storage facility. Our priority remains conservation of the heritage in our care for future generations in our role as custodian.

While looking after the heritage in our care will continue to be our priority, our ten-year strategy describes our ambition to improve conservation of, access to, and learning about all the heritage in our care.

We had several successes during 2018/19. At Charlton House we continued the repair of the Summer House with the support of London South East Colleges and their construction industry students. This was part funded by World Monuments Fund, Britain. As part of the national commemorations of the First World War, we and the Royal borough of Greenwich laid the last of four paving stones honoring Victoria Cross recipients during that conflict.

Our program to reach wider audiences continues to grow and we recruited a Marketing Manager to help us communicate more effectively in future years.

In 2018/19 we delivered a year-long program supported by the National Lottery Heritage Fund and inspired by the collections and archive of Royal Greenwich providing access to our collections at venues across the borough. People worked with artists to create their own art in response to the collections which was exhibited at Charlton House as well as partner venues across Royal Greenwich.

We worked with Royal Greenwich to develop a new, purpose designed store for the Museum Collections & Archive following the closure of the museum at the Royal Arsenal in July 2018. This new store will, for the first time in its hundred-year history, house the entire Museum Collections & Archive in one building. All in time to celebrate the centenary of the Borough Museum in June 2019.



Len Duvall, OBE AM

Chair

Tracy Stringfellow

CEO

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

The Trustees present their annual report, together with the audited financial statements for the year ended 31 March 2019. The Trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and Reporting by Charities in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following 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) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

#### Reference and administrative details

Royal Borough of Greenwich Heritage Trust CIO ("the Charity") is registered with the Charity Commission of England and Wales, under registration number 1157164. The principle operating address is Charlton House, Charlton Road, London, SE7 8RE.

The Trustees who served in the period were:

L Duvall	P Croall	
W Edgerley	R Goodwin	
T Mitton	J Louth	(Resigned May 2018)
G Parker	R Richardson	(Resigned March 2019)
N Snook	D Scott-McDonald	(Resigned May 2018)
M Woods	M Williams	(Appointed July 2018)

Both G Parker and M Williams were nominated by Royal Borough of Greenwich to act as Trustees.

The Board of Trustees oversee the Charity which is managed day to day by the Chief Executive Officer, Tracy Stringfellow.

During 2018/19 Jonathan Louth and Roden Richardson stood down as Trustees. We thank them for their contributions. Cllr Denise Scott-McDonald stood down and Cllr Miranda Williams was appointed a Council nominee.

#### Governance

The Charity is registered with The Charity Commission as a Charitable Incorporated Organisation (CIO). The Charity was registered on 22 May 2014 and commenced charitable activities on 1 July 2014.

The Charities Act 2011 creates the basic legal framework for the CIO and the governing document is the Charities Commission Association Model CIO Constitution.

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

#### **Appointment and nomination of Charity Trustees**

##### **Appointed Charity Trustees**

Apart from the first Charity Trustees, every appointed trustee must be appointed for a term no less than three years and passed by an ordinary resolution at a properly convened meeting of the Charity Trustees. In selecting individuals for appointment as Trustee, the Charity's existing Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the Charity.

##### **Nominated Charity Trustees**

Royal Borough of Greenwich may nominate two Charity Trustees. Any nomination must be made at a meeting held according to the ordinary practice of Royal Borough of Greenwich and apart from the first nominated Trustees, must be for a term of no less than one year. The appointment will be effective from the later of:

- the date of the vacancy; and
- the date on which the Charity Trustees or their secretary or clerk are informed of the nomination.

A nominated Trustee need not be a member of Royal Borough of Greenwich. He or she has the same duty under clause 9(1) as the other Charity Trustees to act in the way he or she decides in good faith would be most likely to further the purposes of the Charity.

##### **Induction and training of Charity Trustees**

Upon a Trustee's appointment, the Trustee is invited to an induction briefing in order to give them a detailed overview of the Charity's aims and objectives. Training is available for all board members in order to assist them in performing their duties as Trustee. This training is available on request and authorised by the Board of Trustees where a skills gap is identified.

Trustees held an informal structure review in June 2018 when it was agreed it was necessary to review the structure to better meet the needs of the next phase of our development.

HR Services Partnership completed a Trustee skills audit which was followed by a National Council for Voluntary Organisations Board review following a development day with Trustees in October. The skill gaps identified in the governance structure and any further recommendations for change will be implemented in 2019/20.

##### **Retirement and removal of Charity Trustees**

A Charity Trustee ceases to hold office if he or she:

- retires by notifying the Charity in writing (but only if enough Charity Trustees will remain in office when the notice of resignation takes effect to form a quorum for meetings);
- is absent without the permission of the Charity Trustees from all their meetings held within a period of six months and the Trustees resolve that his or her office should be vacated;
- dies;
- in the written opinion, given to the Charity, of a registered medical practitioner treating that person, has become physically or mentally incapable of acting as a Charity Trustee and may remain so for more than three months; or

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

- is disqualified from acting as a Charity Trustee by virtue of section 178-180 of the Charities Act 2011 (or any statutory re-enactment or modification of that provision).

#### **The Chief Executive Officer (CEO)**

The CEO of the Charity, Tracy Stringfellow, was appointed by the Board after serving in the post as Acting CEO during the transfer process. The post holder was appointed permanently following a decision of the Board.

The CEO reports to the Chair, L Duvall, who, with the Board, is responsible for removal of the CEO, if appropriate.

#### **Sub Committees**

The Board now meet every 2 months. Trustees have been appointed to Sub Committees as follows:

- Finance & Audit – William Edgerley, Tony Mitton (Chair), Nicky Snook.
- Charlton House & Grounds – Philip Croall, Jonathan Louth, Roden Richardson, Malcolm Woods (Chair) (We wish to record our thanks to former Committee members Jonathan Louth and Roden Richardson who stood down during 2018/19).
- Museum & Archive – Len Duvall, William Edgerley, Richard Goodwin (Chair), Nicky Snook and Cllr Miranda Williams.

The Committee structure is currently under review as part of a wider Governance review.

The Leadership team support the Chief Executive, Tracy Stringfellow, in fulfilling her responsibilities and the formulation of strategy for the Board of Trustees' consideration and approval, ensuring its delivery and oversees the day-to-day operation of the Trust. The Leadership team consists of:

Facilities Manager – Carolyn Ayers.

Head of Collections & Interpretation – Isabel Benavides.

Financial Controller – Krissie Chitty.

Charlton House Visitor & Operations Manager – Edward Schofield.

Fixed Term contract appointments have also been made, consisting of:

Business Development Executive – Martin Vincent (appointed through the Heritage Fund 'Resilient Heritage' project).

Marketing & Communication Manager – Helen Moon.

#### **Related parties**

The Charity has an investment in a company called Greenwich Heritage Trading Limited, of which it has total control. This subsidiary operates the Mulberry Tea Rooms within the building of Charlton House. The objective of this trading company is to provide refreshments to visitors of the building with all profits being donated to the Charity at the end of its financial year.

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

#### **Decision making**

The Charity has power to do anything which is calculated to further its objects or is conducive or incidental to doing so. In particular, the Charity's powers include power to:

- borrow money and to charge the whole or any part of its property as security for the repayment of the money borrowed. The Charity must comply, as appropriate, with sections 124 and 125 of the Charities Act 2011 if it wishes to mortgage land;
- buy, take on lease or in exchange, hire, or otherwise acquire any property and to maintain and equip it for use;
- sell, lease or otherwise dispose of all or any part of the property belonging to the Charity. In exercising this power, the Charity must comply as appropriate with sections 117 and 119-123 of the Charities Act 2011;
- employ and remunerate such staff as are necessary for carrying out the work of the Charity. The Charity may employ or remunerate a Charity Trustee only to the extent that it is permitted to do so by clause 6 (Benefits and payments to Charity Trustees and connected persons) of the Charity's constitution and provided it complies with the conditions of those clauses; and
- deposit or invest funds, employ a professional fund-manager, and arrange for the investments or other property of the Charity to be held in the name of a nominee, in the same manner and subject to the same conditions as the Trustees of a trust are permitted to do by the Trustee Act 2000.

#### **Risk management**

The Trustees have identified the major risks to which the Charity may be exposed and have implemented systems and procedures to mitigate risks.

#### **Objects of the Charity**

- to advance the education of the general public in the history and heritage of Royal Borough of Greenwich and its surrounding area and of local history in general;
- the preservation of the historic buildings and surrounding land under its control and such other land or structures as are of historic or architectural merit as the Charity shall from time to time determine, for the public benefit; and
- to promote for the benefit of the inhabitants of Royal Borough of Greenwich and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants.

#### **Royal Borough of Greenwich Heritage Trust CIO aims to:**

- help people find out about the history of Royal Borough of Greenwich using the collections, archives and built assets in our care;
- present permanent and temporary exhibitions of a high standard, that are professionally researched and produced, reflecting academic rigor and best contemporary practice;
- generate income to support the work of the Charity, and to re-invest in high quality visitor experience; and
- work with other cultural partners to share history and care for our heritage.

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

#### Activities of the Charity

The Trustees have complied with their duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

The activities that have helped contribute to the achievement of the objectives of the Charity in the year to 31 March 2019 are detailed below.

#### Our Strategy to 2029 - What we're doing to protect the heritage in our care

Royal Greenwich Heritage Trusts purpose is the conservation of those histories of Royal Greenwich for which we act as custodian. We believe people should have opportunities to be inspired by the beautiful places and objects in our care. Ensuring that these places and objects remain relevant, available and will continue to inspire people in the future is our aim.

Our strategy to 2029 explains how we will do that. We will:

- Provide quality exhibitions, events and learning opportunities for people.
- Develop programmes of conservation, repair, and maintenance for the long-term protection of the places and objects we care for.
- Put financial efficiency at the heart of our plans.
- Help the people in our organisation to develop the skills needed to deliver our goals.

#### To provide quality exhibitions, events and learning opportunities

Learning is at the heart of our strategy. Helping people find out about their heritage in ways relevant to them, whether through exhibitions, events or our formal learning opportunities, is at the heart of our charitable work.

As part of plans for a new creative district in Woolwich, Greenwich Heritage Centre closed to the public July 2018 to allow redevelopment of several of the buildings of the Arsenal. Learning activities continued at the Charlton House site but at a reduced level. A programme will be devised that will see our Learning Activities taken out to schools in the area.

- Woolwich History Trail - Funded by the Ministry of Defence Community Covenant this new trail built on walking tours was offered in partnership with the Friends of the Royal Artillery delivered from the Heritage Centre in December 2017. Two trails were developed one for families and one for adults. Professionally designed, the trails include QR codes in the landscape that link, via mobile phone, to more in-depth information about the stops on the trail. The trails were launched at Armed Forces Day 2018.
- Holiday Histories - We offer family activities throughout the year, whether special seasonal events or school holiday programmes.

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- With the support of a National Lottery Heritage Fund Grant, the trust recruited a new Community Outreach Officer. The pilot year of outreach programming delivered a series of activities and events coordinated with community gatekeepers, both new and existing on our radar, local organisations, and other heritage partners.

After assessing the audience figures and identifying under-represented audiences, we sought out gatekeepers for audiences such as the Nepalese Gurkha community of Woolwich and the LGBTQ communities in and around RBG. Activities and events included:

- Greenwich Cultural Forum, October 2017 - ongoing
- *People's Parlour* with EEA, December 2017 ongoing
- Community arts summer programme, June-July 2018
- Community arts exhibitions (touring) August-September 2018
- Fun Palaces with EEA, October 2018
- 'What's the Story of Rothbury Hall?' EEA, October – December 2018

### **To care for the Museum Collections & Archive of Royal Greenwich**

#### **Museum Migration Project**

In July 2018, in the middle of the Resilient Heritage programme with the Royal Borough of Greenwich we took the difficult decision to close the museum. We had not anticipated this being necessary when we made the application to the National Lottery Heritage Fund in 2016. The work involved in closing the museum and relocating the collections and archive became an additional major project for the Trust's Facilities and Collections team.

A new community group Greenwich Archive Users Forum (GAUF) formed as a result of the closure. Early announcements agreed in partnership with the borough gave October 2018 as the date for completion of the new store facility.

The relationship with GAUF has grown positively with regular meetings hosted at Charlton House and a new GAUF subcommittee to work with our Marketing Manager to develop an improved archive web presence. The GAUF members are powerful advocates for the Archive collections, the new storage facility, and the work of the archivist. We look forward to continuing to work in partnership with GAUF as we continue to improve access to the Archive collections of Royal Greenwich from their new home.

The relocation of the Museum & Archive Collections has generated much interest and positive support from The National Archives (TNA) and the Museum of London (MoL) who attended meetings during the development of the design for the new store. For the first time the Museum Collections & Archive will be brought together in one building. This was open in time for the Centenary of the borough collections in June 2019. The new store is built to a high specification and meets the highest standards of collections care.

We worked closely with the RBG Project Manager and the Assistant Director, Community, Cultural & Leisure Services to deliver the project. The Collection team invested additional time working with the project design team advising on collections care standards. The Collection team have made quick wins in providing a digital catalogue of book stock that can be added to the new Archive pages on the web site giving researchers top level access to the Reference Library collection.

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

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### FOR THE YEAR ENDED 31 MARCH 2019

#### **Making Woolwich**

The closure of the museum resulted in the need to find a new location for the ‘Making Woolwich’ gallery. This solution, agreed with the Royal Artillery, was Victoria Hall, Woolwich Town Hall. This project was funded by Royal Borough of Greenwich. The successful installation offered a higher footfall location for the Making Woolwich story, as well as creating a presence for us in the heart of Woolwich.

#### **To develop Leadership at all levels**

During 2018/2019 we focused on providing training and ways of working to prepare our staff to deliver our future strategy. Our ambition as a learning organisation must include our staff as well as our visitors. This year was difficult for staff as the closure of the museum and re-organisation led to significant changes. We strive to be a good employer and improve working conditions for our staff. This year we have implemented the following changes:

#### **Better Training & Development**

Prioritising development of the Leadership Team (LTM) in the trust to ensure the right skills exist in house to successfully deliver the strategy was a focus of 2018. Supported by the National Lottery Heritage Fund, LTM took part in Insights Discovery training and implemented a new code of behaviours which model the culture of the Trust. The Leadership Development programme will develop the professional skills of LTM as well as offering a formal Chartered Management Institute qualification for those who wish to pursue it. This programme is a valuable benefit to the organisation and to its leaders as we continue to build charitable learning outcomes into every level of the organisation.

#### **Competency framework**

With the support of our HR consultant we introduced a new competency framework that will allow more transparency in the way we recognise staff performance and achievement. The framework will be refined as it is rolled out across the organisation in 2019.

#### **Wellbeing**

In June we initiated a programme of organisation wide Mental Health First Aid Training in recognition of the emerging mission to prioritise health and wellbeing not only in the programmes we deliver but for our own people. All LTM have attended a formal programme of training.

A new Mental Health Policy was developed in 2018 and will be implemented after approval at Board in May 2019. A priority for 2019 is to provide a half day Mental Health First Aid programme for the whole team delivered by MIND.

#### **London Living Wage**

We are proud to be a London Living Wage employer.

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

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### FOR THE YEAR ENDED 31 MARCH 2019

#### **Use of volunteers**

The trust has worked with 20 volunteers on projects in 2018/19. Roles have included:

- Supporting learning and events.
- Supporting outreach.
- Collections cataloguing backlog project in the museum store.

Charlton House also continues to provide a free weekly classical concert in the Old Library. Performances are given by young musicians, many from Trinity Laban.

#### **Tenants**

In early 2018, we began negotiations with a tenant to reduce the footprint of their Lease. We are now pursuing commercial tenancy options for the Stables with an urgent need to replace the shortfall in commercial income in the first quarter of the 2019/20 financial year. The Market Rent Valuation was completed by Hindwoods in July 2018 to ensure we are generating the appropriate commercial return.

Other options explored included relocating some aspects of the Museum & Archive Collections to the Stables, this option was excluded in favour of a new, purpose designed, storage facility provided by Royal Greenwich.

Greenwich Dance took up residency at Charlton House joining Nutkhut and Greenwich Music School as well as the Institute of International Education in London, Charlton Toy Library, Charlton Library (GLL), Greenwich Carers and Royal Greenwich Adult Services as valued tenants.

We also agreed a new Lease with IIEL, our long-term tenant at Charlton House.

#### **Service Level Agreement Funding**

Royal Borough of Greenwich (“the Council”, “RBG”) under the Service Level Agreement (SLA), transferred the Charity’s assets and employees from the Council to the Charity, with effect from 1 July 2014. The current SLA covers the period of 1 July 2017 to 31 March 2020.

The total price for the service to March 2020 is £1,592,056 plus VAT, in which £501,203 was the annual instalment for 2018/19.

#### **Grant funding received**

The Charity accounted for £119,129 of grant funding and other financial support (actual cash received £105,060) in 2018/19. Of this, £119,129 was restricted.

These funds were made up of:

- £80,500 from HLF for Resilient Heritage for Greenwich Heritage (£64,400 being actual cash received and £161,000 being the total Heritage Fund grant to be received over the life of the project).

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- £3,875 from The World Monument Fund for Charlton Grounds Master planning (£15,660 being the total contribution to be received over the life of the project).
- £25,000 from The World Monument Fund for Charlton Summer House enabling works project.
- £9,694 from concert donations and gift aid.

#### **Financial review**

The Statement of Financial Activities on page 14 shows an unrestricted surplus of £354,796 at the year end.

There were two designated funds which transferred out during the year. The only remaining designated fund relates to the Defined Benefit Pension Scheme, which has no closing surplus or deficit, due to the indemnity in place.

The principle funding sources which are included within unrestricted funds are that of a Service Level Agreement with Royal Borough of Greenwich and room hire. These funds have been utilised in support of the main objectives of the Charity by generally maintaining the building and grounds, employing staff to continue operations and covering any incidental costs related to the buildings.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**REPORT OF THE TRUSTEES**

**FOR THE YEAR ENDED 31 MARCH 2019**

**Achievements and performance**

The table below identifies achievements in the 2018/19 accounting period.

<b>Measure of Success</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>
<b>Education and learning about the history of the borough for the general public</b>		
Percentage of RBG schools reached	25%	6% <sup>1</sup>
Number of learning events for families	59	21 <sup>1</sup>
Number of learning events for adult learners	10	12
<b>Promotion of the assets for the benefit of the inhabitants of the Royal Borough of Greenwich</b>		
Number of visits to web site	108,056	119,903
Attainment of Visitor Attraction Quality Assurance Mark (VAQAS)	Retained VAQAS for Museum and Charlton House	Retain VAQAS at Charlton House
Event user numbers to Charlton House	43,815	33,962
Visitor numbers to museum & archive	18,984	5,578
Number of users of Outreach Programme	1,148	180 <sup>1</sup>
Number of public enquiries dealt with per annum: in person, via email/in writing	3,949	1,297 <sup>1</sup>
<b>Care and conservation of the historic buildings and assets in the care of the Trust</b>		
Retain Museum Accreditation standard	Provisional Accreditation awarded based on no security of tenure on Building 41. Continuing engagement with ACE through transition phase	Deliver Collections Development Strategy within current Business Plan

<sup>1</sup> Schools Learning programme only took place April & May as Greenwich Heritage Centre close was imminent. Final day for the museum ended up being 7<sup>th</sup> July 2018.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

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**Plans for future periods**

The key aims for 2019/20 are:

<b>Education</b>	<ul style="list-style-type: none"> <li>- Review Schools program across the sites including new outreach model for delivery;</li> <li>- Maintain number of learning events (other than Schools) with community partners; and</li> <li>- Deliver Meet the Collections generously funded by the National Lottery Heritage Fund to tour the Collections and Archive of Royal Greenwich across the borough</li> </ul>
<b>Conservation, repair &amp; Maintenance</b>	<ul style="list-style-type: none"> <li>- With funding complete the Charlton House, Summer House enabling works programme.</li> </ul>
<b>Communications &amp; Marketing</b>	<ul style="list-style-type: none"> <li>- Retain Visitor Attraction Quality Assurance (VAQAS) for Charlton House; and</li> <li>- Continue to grow the number of public enquiries dealt with.</li> <li>- Deliver Marketing and Communications plan to increase attendance at all activities and events</li> <li>- Implemented evaluation &amp; feedback process</li> <li>- Successfully communicating our change journey to all stakeholders is an ongoing process. We will begin consultation with communities of interest about Phase I development of Charlton House &amp; Gardens in Quarter 1 of 2019.</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>- Fundraising research procured through Prospecting for Gold to identify local philanthropic donors</li> <li>- Appoint consultant to work with staff and trustees to develop fundraising ‘pipeline’ prior to recruitment of an in-house fundraising staff member</li> </ul>
<b>Income generation</b>	<ul style="list-style-type: none"> <li>- Increase corporate and community hire at Charlton House to maximise income to re-invest in conservation, repair and maintenance programme.</li> <li>- Manage Tenancies and facilities effectively</li> </ul>
<b>Governance</b>	<ul style="list-style-type: none"> <li>- Support board to implement recommendations of NCVO Governance Review</li> </ul>
<b>Wellbeing</b>	<ul style="list-style-type: none"> <li>- Make wellbeing in the workplace an important part of RGHT culture</li> <li>- Sign the ‘Where’s your Head At?!’ manifesto that supports mental health</li> <li>- Introduce anonymous staff surveys for all to contribute.</li> <li>- Implement Wellness Action Plans</li> <li>- Deliver Mind Mental Health Awareness Training</li> </ul>
<b>Environmental Sustainability</b>	<ul style="list-style-type: none"> <li>- Review &amp; re-focus policy</li> <li>- Reflect on global concerns</li> </ul>

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## REPORT OF THE TRUSTEES

### FOR THE YEAR ENDED 31 MARCH 2019

#### **Statement of responsibilities of the Trustees**

The Trustees should prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit of the Charity for that period. The Trustees are responsible for preparing the Trustees Report and the financial statements in accordance with the Charities Act 2011.

In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice 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 responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity. They are responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Reserves policy**

Unrestricted funds held by the Charity amount to £359,048 at the year end. These funds are not held for any specific purpose other than where designated, but to fund future charitable activities. Restricted funds held by the Charity amount to £17,753. It is the Charity's policy to have sufficient cash reserves to cover three months of operational costs, particularly employee salaries.

Approved by the Board of Trustees on 9<sup>th</sup> July 2019 and signed on its behalf by:

Len Duvall  
Chair

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF  
ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**Opinion**

We have audited the financial statements of Royal Borough of Greenwich Heritage Trust CIO ("the Charity") for the year ended 31 March 2019 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated Cash Flows and notes to the financial statements, 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 Charity's affairs as at 31 March 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 20 to the financial statements, 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**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

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

We have nothing to report in this regard.

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF  
ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- sufficient accounting records have not been kept;
- the financial statements are not in agreement with the accounting records and returns; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

**Responsibilities of the Trustees**

As explained more fully in the Trustees' responsibilities statement set out on page 11, 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 they 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 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 Charity or to cease operations, or have no realistic alternative but to do so.

**Our 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.

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](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

**Use of our report**

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

**Simpson Wreford LLP (Statutory Auditor)**

Wellesley House  
Duke of Wellington Avenue  
Royal Arsenal  
London  
SE18 6SS

Dated: 10 July 2019

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

	Notes	Unrestricted funds 2019 £	Restricted Funds 2019 £	Total 2019 £	Total 2018 £
<b>Income and endowments from:</b>					
Donations and legacies	3	2,079	119,129	121,208	172,427
Charitable activities	4	981,061	-	981,061	1,032,678
Other trading activities	5	92,541	-	92,541	84,668
Other	6	61,000	-	61,000	5,000
<b>Total income</b>		1,136,681	119,129	1,255,810	1,294,773
<b>Expenditure on:</b>					
Raising funds – cost of trading activities		(95,358)	-	(95,358)	(75,274)
Charitable activities		(1,127,215)	(186,662)	(1,313,877)	(1,206,274)
<b>Total expenditure</b>	7	(1,222,573)	(186,662)	(1,409,235)	(1,281,548)
<b>Net (deficit)/surplus before transfers</b>		(85,892)	(67,533)	(153,425)	13,225
<b>Transfers</b>					
Gross transfers between funds		(50,622)	50,622	-	-
<b>Net (deficit)/surplus before other recognised gains and losses</b>		(136,514)	(16,911)	(153,425)	13,225
<b>Other recognised gains and losses</b>					
Re-measurement (losses)/gains on defined benefit pension schemes	13	47,000	-	47,000	86,000
<b>Net movement in funds</b>		(89,514)	(16,911)	(106,425)	99,225
<b>Reconciliation of funds:</b>					
Total funds brought forward		448,562	34,665	483,227	384,002
<b>Total funds carried forward</b>	14	359,048	17,754	376,802	483,227

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

All income and expenditure derive from continuing activities.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 MARCH 2019**

	Notes	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
<b>Fixed assets</b>					
Office equipment	8	3,574	2,677	795	2,026
Investments	9	-	-	1	1
		<u>3,574</u>	<u>2,677</u>	<u>796</u>	<u>2,027</u>
<b>Current assets</b>					
Stocks		7,748	8,700	200	200
Debtors	10	1,104,660	1,064,081	1,123,901	1,078,544
Cash at bank and in hand		404,034	533,217	393,042	514,503
		<u>1,516,442</u>	<u>1,605,998</u>	<u>1,517,143</u>	<u>1,593,247</u>
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	11	(730,214)	(773,448)	(725,320)	(769,441)
		<u>786,228</u>	<u>832,550</u>	<u>791,823</u>	<u>823,806</u>
<b>Net current assets</b>					
		<u>789,802</u>	<u>835,227</u>	<u>792,619</u>	<u>825,833</u>
<b>Net assets excluding pension liability</b>					
Defined benefit pension liability	13	(413,000)	(352,000)	(413,000)	(352,000)
		<u>376,802</u>	<u>483,227</u>	<u>379,619</u>	<u>473,833</u>
<b>Total assets</b>					
<b>Funds represented by:</b>					
Restricted funds		17,754	34,665	17,754	34,665
Unrestricted funds		359,048	448,562	361,865	439,168
		<u>376,802</u>	<u>483,227</u>	<u>379,619</u>	<u>473,833</u>
<b>Total funds</b>					
	14	<u>376,802</u>	<u>483,227</u>	<u>379,619</u>	<u>473,833</u>

The financial statements on pages 14 to 34 were approved by the Trustees on 9<sup>th</sup> July 2019 and signed on their behalf by:-

Len Duvall  
Chair

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2019**

	Note	<b>Group 2019 £</b>	<b>Group 2018 £</b>	<b>Charity 2019 £</b>	<b>Charity 2018 £</b>
<b>Cash (deficit)/surplus from operating activities</b>	<b>21</b>	(123,824)	158,966	(120,270)	157,322
<b>Cash flows from investing activities</b>					
Purchase of tangible fixed assets		<u>(5,359)</u>	<u>-</u>	<u>(1,191)</u>	<u>-</u>
(Decrease)/increase in cash and cash equivalents in the year		(129,183)	158,966	(121,461)	157,322
Cash and cash equivalents at the beginning of the year		<u>533,217</u>	<u>374,251</u>	<u>514,503</u>	<u>357,181</u>
<b>Total cash and cash equivalents at the end of the year</b>		<u><u>404,034</u></u>	<u><u>533,217</u></u>	<u><u>393,042</u></u>	<u><u>514,503</u></u>

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

#### 1. Accounting policies

##### a. Basis of accounting

The accounts have been prepared under the historical costs convention and 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) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK generally Accepted Practice as it applies from 1 January 2015.

##### b. Income

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value of services provided by volunteers has not been included as the value of their contribution cannot be reasonably quantified in financial terms. Donations are recognised in the financial statements upon receipt.

Incoming resources from the Service Level Agreement are included in the Statement of Financial Activities on an accruals basis.

Incoming resources from other charitable activities are included in the Statement of Financial Activities on an accruals basis.

Income is deferred to the next period where the invoice has been raised in advance and is included in the relevant period.

Unrestricted grants are recognised in full in the Statement of Financial Activities in the year in which they are receivable. Designated grants are recognised only to the extent of current year expenditure.

Donated services and facilities are recognised as an incoming resource where the provider of the service has incurred a financial cost. The contribution of volunteers' time is not included in the financial statements in accordance with the Charities SORP (FRS 102).

##### c. Expenditure and irrecoverable VAT

Resources expended are recognised on an accruals basis as the liability is incurred. Support costs are allocated to each activity based on employee time spent. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading as well as the costs for operating the concerts and for the purchase of the Christmas tree.
- Expenditure on charitable activities includes the costs of running and maintaining the facilities in accordance with the Service Level Agreement and their support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**1. Accounting policies (continued)**

**d. Allocation of support costs**

Support costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated to expenditure on charitable activities, unless where stated separately in note 7.

**e. Fund accounting**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the Charity without further specified purpose and are available as general funds.

Designated funds are unrestricted funds earmarked by the management committee for particular purposes as indicated at the time that the funds are received.

**f. Heritage and fixed assets**

Heritage assets used by the Charity are related to leases over historical properties which were donated. Heritage assets have not been capitalised as the Trustees consider the costs involved in valuing the leases to be out of proportion to the value of the results of such an exercise to users of the accounts. Accordingly, the costs of conservation have been written off to the Statement of Financial Activities as they were incurred.

Other assets used by the Charity were not purchased by the Charity and have been determined to have no cost value and no depreciation charge is included in the accounts. Individual fixed assets costing £1,000 or more are capitalised at cost and depreciated over their estimated useful economic life as follows:

Office equipment                      3 years' straight line

Assets purchased will incur a full year's depreciation in the year of purchase and none in the year of disposal.

Investments are included in the accounts at cost with interest receivable being credited to investment income in the statement of financial activities.

**g. Stock**

Stock is held at the lower of cost or net realisable value. Cost is determined on a first in first out basis. Net realisable value is the price at which the stock can be released in the normal course of business, less further costs to completion of sale. Provisions are made for slow moving, obsolete or damaged stock where the net realisable value is less than cost.

Donated items of stock are recognised at fair value which is the amount the Charity would have been willing to pay for the items on the open market.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**1. Accounting policies (continued)**

**h. Debtors**

Trade and other debtors are recognised at the settlement amount due after any discounts offered. Prepayments are valued at the amount prepaid net of any discounts due.

**i. Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**j. 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 normally recognised at their settlement amount after allowing for any trade discounts due.

**k. Pension schemes**

For defined benefit schemes, the pension costs are assessed using the projected unit method, the cost of providing pensions is charged to the Statement of Financial Activities so as to spread the regular costs over the service lives of the employees. The pension obligation is measured at the present value of the estimated future cash flows using interest rates on government securities that have terms to maturity approximating the terms of the related liability.

When the benefits of a scheme are improved, past service costs are recognised as an expense on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits are already vested, following the introduction of, or changes to, a defined benefit plan, the past service cost is recognised as an expense immediately.

The Charity also operates a defined contribution pension scheme. The assets of this scheme are also held separately from those of the Charity in an independently administered fund. Contributions are charged to the Statement of Financial Activities as they become payable.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**2. Financial performance of the Charity**

The consolidated statement of financial activity includes the results of the Charity's wholly owned subsidiary which operates the café at Charlton House. The summary financial performance of the Charity alone is:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Income	1,163,269	1,210,105
Gift aid from subsidiary company	9,394	-
	<u>1,172,663</u>	<u>1,210,105</u>
Expenditure on charitable activities	(1,313,877)	(1,206,274)
Re-measurement (losses)/gains on defined benefit pension schemes	47,000	86,000
	<u>47,000</u>	<u>86,000</u>
<b>Net (deficit)/surplus</b>	<b>(94,214)</b>	<b>89,831</b>
Funds brought forward	473,833	384,002
	<u>473,833</u>	<u>384,002</u>
<b>Total funds carried forward</b>	<b><u>379,619</u></b>	<b><u>473,833</u></b>
<b>Represented by:</b>		
Restricted income funds	17,754	34,665
Unrestricted income funds	361,865	439,168
	<u>361,865</u>	<u>439,168</u>
	<u>379,619</u>	<u>473,833</u>

**3. Donations and legacies**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
	<b>funds</b>	<b>funds</b>	<b>2019</b>	<b>2018</b>
	<b>2019</b>	<b>2019</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Concert donations	-	9,694	9,694	7,129
Public donations	1,664	-	1,664	15,567
Grants receivable for core activities	-	109,435	109,435	148,461
Friends of Charlton House	-	-	-	35
RGHT Friend Membership	415	-	415	1,235
	<u>2,079</u>	<u>119,129</u>	<u>121,208</u>	<u>172,427</u>
	<u>2,079</u>	<u>119,129</u>	<u>121,208</u>	<u>172,427</u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**4. Income from charitable activities**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total 2019 £</b>	<b>Total 2018 £</b>
<b>Local authority service contracts</b>				
Royal Borough of Greenwich	501,203	-	501,203	589,650
Room hire	144,498	-	144,498	200,657
Rental charges	141,069	-	141,069	146,298
Service charges	33,614	-	33,614	33,471
Civil ceremonies and weddings	24,402	-	24,402	14,779
Wedding catering commission	5,394	-	5,394	5,583
Recoverable staff costs	827	-	827	9,873
Other recoverable costs	122,359	-	122,359	24,211
Heritage Centre search fees and sales	669	-	669	616
Bank and other interest	3,179	-	3,179	2,042
Miscellaneous income	3,847	-	3,847	5,498
	<u>981,061</u>	<u>-</u>	<u>981,061</u>	<u>1,032,678</u>

**5. Commercial trading operations**

The wholly owned subsidiary Greenwich Heritage Trading Limited is incorporated in the United Kingdom (company number 09021486) and pays all of its profits to the Charity as a distribution under the gift aid scheme. Greenwich Heritage Trading Limited operates the café carried on at Charlton House. The summary financial performance of the subsidiary alone is:

	<b>2019 £</b>	<b>2018 £</b>
Turnover	92,541	84,668
Costs of sales and administrations costs	<u>(95,358)</u>	<u>(75,274)</u>
Net (loss)/profit	(2,817)	9,394
Gift aid donation to the Charity	<u>(9,394)</u>	-
Retained in subsidiary	<u><u>(12,211)</u></u>	<u><u>9,394</u></u>

The assets and liabilities of the subsidiary were:

Fixed assets	2,779	650
Current assets	21,281	30,639
Current liabilities	<u>(26,876)</u>	<u>(21,894)</u>
Total net assets	<u><u>(2,816)</u></u>	<u><u>9,395</u></u>
Aggregate share capital and reserves	<u><u>(2,816)</u></u>	<u><u>9,395</u></u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**6. Other income**

	<b>Unrestricted funds 2019 £</b>	<b>Restricted funds 2019 £</b>	<b>Total 2019 £</b>	<b>Total 2018 £</b>
Increase/(decrease) in pension indemnity	61,000	-	61,000	5,000

Royal Borough of Greenwich provided an indemnity equivalent to the pension deficit at the end of the year.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**7. Total resources expended**

	<b>Cost of generating funds 2019 £</b>	<b>Costs of charitable activities 2019 £</b>	<b>Governance costs 2019 £</b>	<b>Total 2019 £</b>	<b>Total 2018 £</b>
<b>Raising funds</b>					
Commercial trading operations	95,358	-	-	95,358	75,274
<b>Charitable activities</b>					
Agency staff	-	5,378	-	5,378	12,655
Staff salaries and social security costs	-	532,198	-	532,198	478,763
Redundancy cost	-	54,894	-	54,894	-
Defined contribution pension cost	-	9,140	-	9,140	5,780
Pension service cost	-	169,000	-	169,000	120,000
Staff training	-	3,378	-	3,378	3,531
HR and recruitment costs	-	6,287	-	6,287	2,278
Project - Charlton House survey	-	-	-	-	-
Project - Here Come The Girls	-	-	-	-	-
Project - Making Woolwich	-	5,636	-	5,636	-
Project - Resilient Heritage	-	62,074	-	62,074	92,380
Cleaning, refuse and pest control	-	62,689	-	62,689	68,269
Insurance and security	-	25,740	-	25,740	26,992
Premises repairs and maintenance	-	128,327	-	128,327	127,160
Rates, light and heat	-	82,123	-	82,123	84,025
Advertising, events and exhibition costs	-	25,469	-	25,469	13,041
Concert expenses	-	5,665	-	5,665	7,998
Telephone and broadband	-	7,751	-	7,751	8,017
Printing, postage and stationery	-	18,079	-	18,079	10,425
Books, publications and artwork	-	-	-	-	95
Equipment rental	-	1,186	-	1,186	799
Small equipment and repairs	-	5,240	-	5,240	9,720
IT costs	-	9,249	-	9,249	8,332
Subscriptions	-	7,570	-	7,570	7,483
Education	-	1,768	-	1,768	7,125
Legal and professional fees	-	3,413	-	3,413	4,802
Consultancy fees	-	38,000	-	38,000	53,869
Cash collections	-	1,396	-	1,396	1,321
Audit and accountancy fees	-	-	7,830	7,830	7,680
Travel and subsistence	-	2,806	-	2,806	3,171
Bank service charges	-	-	428	428	481
Net interest on the defined pension liability	-	-	16,000	16,000	17,000
Miscellaneous expense	-	220	1,000	1,220	2,625
Partial VAT exemption charge	-	11,518	-	11,518	10,568
Depreciation	-	2,425	-	2,425	9,889
	-	1,288,619	25,258	1,313,877	1,206,274

# ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

## NOTES TO THE ACCOUNTS

### FOR THE YEAR ENDED 31 MARCH 2019

#### 8. Heritage and tangible assets

##### **Charlton House**

Built around 1610 during the reign of James I, Charlton House is regarded as the finest and best preserved Jacobean Mansion in London. The estate has extensive grounds which are open to the public as well as parts of the mansion. Some areas of the mansion and associated buildings are rented out mainly to local interest groups.

The Royal Borough of Greenwich Heritage Trust CIO was granted a 125-year lease by The Royal Borough of Greenwich for no charge. Due to the costly nature of obtaining a valuation for the property and the irreplaceable nature of the asset, the Trustees have decided that obtaining a valuation of the donated lease would not be in the best interests of the charity or the users of the accounts.

The mansion does contain a number of historical artefacts and pictures which are on display for the public. The ultimate ownership of these assets remains with the Royal Borough of Greenwich and have been lent to the Heritage Trust for display purposes only. As such, no valuation has been placed on these within the accounts.

##### **The Stable Block**

Located within the grounds of Charlton House this is, as its name suggests, where the horses were kept when Charlton House was used as a residence. It has now been leased to The Greenwich Carers Centre to establish an improved base of operations in which to undertake their charitable work.

##### **Assembly Rooms**

This red brick building dates from 1881 and is part of the Charlton House estate. Having fallen into disrepair there was strong local opposition to its demolition and it is now a focal point for the community, hosting many clubs and organisations.

##### **Tudor Barn**

Build around 1525 this building is set in thirteen acres of beautiful award winning gardens and is connected historically to nearby Eltham Palace. The Tudor Barn is currently leased out and used as a Bar and Restaurant allowing the local residents access to this historical building while ensuring that the building is well preserved for future generations.

The Royal Borough of Greenwich Heritage Trust CIO was granted a 30-year lease by The Royal Borough of Greenwich for no charge. Due to the costly nature of obtaining a valuation for the property and the irreplaceable nature of the asset, the Trustees have chosen not to undertake a valuation of the donated lease.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**8. Heritage and tangible assets (continued)**

**Heritage Centre**

The Heritage Centre was closed from 21 July 2018 for a period of redevelopment. The building was returned to the Royal Borough of Greenwich and the historical artefacts will be securely stored.

The Royal Borough of Greenwich Heritage Trust CIO intends to find a new home for the artefacts and archives so that they will once again be available to the public.

The ultimate ownership of these assets remains with the Royal Borough of Greenwich and Royal Borough of Greenwich Heritage Trust CIO manages the collection under a Service Level Agreement. As such no valuation has been placed on these within the accounts.

**Other assets**

The Heritage Trust is also custodian of a number of memorials in the borough. Given their nature and ownership the Trustees do not believe that it would be appropriate to capitalise these as assets of the Heritage Trust.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**8. Heritage and tangible assets (continued)**

**Tangible Fixed Assets – Fixtures, fittings and equipment**

	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
At 1 April 2018	31,616	29,666
Additions	5,359	1,191
Disposals	-	-
At 31 March 2019	<u>36,975</u>	<u>30,857</u>
 <b>Depreciation</b>		
At 1 April 2018	28,939	27,640
On disposals	-	-
Charge for the year	4,462	2,422
At 31 March 2019	<u>33,401</u>	<u>30,062</u>
 <b>Net book value</b>		
At 31 March 2019	<u>3,574</u>	<u>795</u>
 At 31 March 2018	<u>2,677</u>	<u>2,026</u>

**9. Investments**

The Charity holds 1 share of £1 in its wholly owned trading subsidiary company, Greenwich Heritage Trading Limited which is incorporated in the United Kingdom (company number 09021486). This is the only share allotted, called up and fully paid. The activities and results of this company are summarised in note 5.

**10. Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	648,080	666,327	667,323	679,463
Other debtors	-	-	-	1,327
Prepayments and accrued income	43,580	45,754	43,580	45,754
Pension indemnity	413,000	352,000	413,000	352,000
	<u>1,104,660</u>	<u>1,064,081</u>	<u>1,123,903</u>	<u>1,078,544</u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**11. Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	40,732	80,188	40,131	78,014
Accruals and deferred income	569,876	608,950	567,024	607,950
Other creditors	119,606	84,310	118,165	83,477
	<u>730,214</u>	<u>773,448</u>	<u>725,320</u>	<u>769,441</u>

**12. Deferred income – charity (also comprising that of the group)**

Royal Borough of Greenwich Service Level Agreement income of £501,403 (2018 £501,203), rental income £31,222 (2018 £37,829), wedding/civil ceremony income of £4,633 (2018 £2,346), Crash Room exhibition project £9,301 (2018 £0) and other income of £200 (2018 £300) have been deferred as these relate to the 2019/20 year and they will be recognised as income in that period.

**13. Pension costs**

**Defined contribution**

Total pension contributions are detailed below and there were no payments outstanding.

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Contributions payable by the Charity for the period	<u>9,140</u>	<u>5,780</u>

**Defined benefit**

The Charity operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Charity. The scheme forms part of the Royal Borough of Greenwich Pension Fund, however separate valuations are undertaken to segregate the liabilities and assets relating to the Royal Borough of Greenwich Heritage Trust CIO (the Charity).

As from 1 July 2014, a number of employees were transferred from the Royal Borough of Greenwich to the Charity.

Following the transfer of employees from the Royal Borough of Greenwich to the Charity on 1 July 2014, the Charity became liable for the net pension liability due to the Royal Borough of Greenwich Pension Fund at this date.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**13. Pension costs (cont)**

The Royal Borough of Greenwich has agreed to indemnify the Charity against the initial pension liability of £300,000 on transfer plus any additional deficit that arises for the duration of the service level agreement, which runs until 31 March 2020. This additional deficit is covered by other income received.

The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent valuation was at 31 March 2019 which has been updated to reflect conditions at the balance sheet date. The major assumptions used by the actuary were:

	<b>At 31/03/18</b>	<b>At 31/03/18</b>
Rate of increase in salaries	3.90%	3.85%
Rate of increase in pensions in payment	2.40%	2.35%
Discount rate	2.40%	2.55%
Inflation rate	2.40%	2.35%

The return on the Fund is estimated to be 8%.

*Mortality assumptions:*

The assumed life expectations on retirement at age 65 are:

Retiring today	Males	21.6	22.6
	Females	23.6	24.7
Retiring in 20 years	Males	23.3	24.8
	Females	25.4	27.0

**Analysis of amounts recognised in the  
Statement of Financial Activities**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Service cost	169,000	120,000
Net interest on defined benefit liability	16,000	17,000
Miscellaneous expenses	1,000	1,000
	<u>186,000</u>	<u>138,000</u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**13. Pension costs (continued)**

**Value of scheme assets and liabilities**

	<b>At 31/03/19 £</b>	<b>At 31/03/18 £</b>
Equities	85,000	68,000
Bonds	161,000	134,000
Property	96,000	77,000
Cash and alternative assets	8,000	8,000
Unitised insurance policies	338,000	207,000
UK & overseas unit trusts	<u>226,000</u>	<u>269,000</u>
 Market value of assets	 914,000	 763,000
 Present value of scheme liabilities	 <u>(1,627,000)</u>	 <u>(1,415,000)</u>
 Deficit in scheme	 (713,000)	 (652,000)
Amount indemnified on formation	<u>300,000</u>	<u>300,000</u>
 Net pension liability	 <u><u>(413,000)</u></u>	 <u><u>(352,000)</u></u>

Funds due from Royal Borough of Greenwich for the above deficit are held in designated funds per note 14.

**Analysis of actuarial loss recognised in the Statement of Financial Activities**

	<b>2019 £</b>	<b>2018 £</b>
Return on Fund assets in excess of interest	43,000	(6,000)
Other actuarial (losses) on assets	-	-
Changes in financial assumptions	(97,000)	92,000
Change in demographic assumptions	101,000	-
Experience gain on defined benefit obligation	<u>-</u>	<u>-</u>
 Actuarial (loss)/gain recognised	 <u><u>47,000</u></u>	 <u><u>86,000</u></u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**13. Pension costs (continued)**

**Movements in present value of defined benefit obligations:**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Liabilities as at 1 April 2018	1,415,000	1,331,000
Current service cost	99,000	120,000
Benefits paid	(8,000)	-
Contributions from scheme members	18,000	20,000
Change in financial assumptions	97,000	(92,000)
Change in demographic assumptions	(101,000)	-
Past service costs, including curtailments	70,000	-
Interest cost	37,000	36,000
	<hr/>	<hr/>
At 31 March 2019	<u>1,627,000</u>	<u>1,415,000</u>

**Movements in the fair value of plan assets:**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Fair value of assets at 1 April 2018	763,000	684,000
Interest on assets	21,000	19,000
Return on assets less interest	43,000	(6,000)
Other actuarial (losses)	-	-
Administration expenses	(1,000)	(1,000)
Benefits paid	(8,000)	-
Contributions by the employer	78,000	47,000
Contributions by scheme members	18,000	20,000
	<hr/>	<hr/>
At 31 March 2019	<u>914,000</u>	<u>763,000</u>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**14. Analysis of charitable funds**

	<b>Balance at 1 April 2018 £</b>	<b>Incoming resources £</b>	<b>Outgoing resources £</b>	<b>Gains and losses £</b>	<b>Fund transfers £</b>	<b>Balance at 31 March 2019 £</b>
<b>Restricted Funds</b>						
Eltham War Memorial	8,550	-	(294)	-	-	8,256
Concert performances	-	9,694	(7,923)	-	-	1,771
Resilient Future for GH	-	80,500	(129,053)	-	51,593	3,040
Woolwich History Walk	20,000	-	(20,000)	-	-	-
RAWHS	6,115	-	(1,428)	-	-	4,687
Charlton Grounds and Summer House	-	28,935	(27,964)	-	(971)	-
<b>Total Restricted Funds</b>	<b>34,665</b>	<b>119,129</b>	<b>(186,662)</b>	<b>-</b>	<b>50,622</b>	<b>17,754</b>
<b>Unrestricted Funds</b>						
Designated funds	70,000	96,666	(143,666)	47,000	(70,000)	-
Core Unrestricted Funds	378,562	1,040,015	(1,078,907)	-	19,378	359,048
<b>Total Unrestricted Funds</b>	<b>448,562</b>	<b>1,136,681</b>	<b>(1,222,573)</b>	<b>47,000</b>	<b>(50,622)</b>	<b>359,048</b>
<b>Total Funds</b>	<b>483,227</b>	<b>1,255,810</b>	<b>(1,409,235)</b>	<b>47,000</b>	<b>-</b>	<b>376,802</b>

**Purpose of designated funds**

Designated funds brought forward were transferred during the year to the restricted fund for Resilient Future for Greenwich Heritage as planned and where required.

The costs for Charlton Grounds and the Summer House were not as extensive as planned and the project has completed, so the remaining balance was transferred back to unrestricted funds as a part reversal of the 2017/18 transfer.

Designated funds also contain the defined benefit pension scheme, although no closing balance is required due to the indemnity in place.

**Analysis of net assets between funds**

	<b>Core Unrestricted Funds £</b>	<b>Designated Funds £</b>	<b>Restricted Funds £</b>	<b>Total £</b>
Tangible fixed assets	3,574	-	-	3,574
Cash at bank and in hand	366,902	-	37,132	404,034
Other net current assets/(liabilities)	(30,806)	413,000	-	382,194
Defined benefit pension liability	-	(413,000)	-	(413,000)
<b>Total</b>	<b>339,670</b>	<b>-</b>	<b>37,132</b>	<b>376,802</b>

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**15. Trustee expenses**

During the year, £166 (2018 £276) was paid to a Trustee, who lives outside of the Borough, for travel expenditure incurred.

**16. Staff costs**

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Staff costs were as follows:		
Salaries and wages	488,091	449,107
Social security costs	44,107	29,558
Redundancy costs	54,894	-
Defined contribution pension cost	9,140	5,780
Pension service costs	169,000	120,000
Staff training	<u>3,378</u>	<u>3,531</u>
	<u><u>768,610</u></u>	<u><u>607,976</u></u>

There were no staff employed with emoluments in the year above £60,000.

The above analysis includes staff costs that were allocated to specific restricted projects as part of their ongoing duties.

The average number of staff employed during the year, based on a full time equivalent, was as follows:-

	<b>2019</b>	<b>2018</b>
Trust management	5	4
Greenwich Heritage Trading staff	2	1
Charlton House staff	4	7
Heritage Centre staff	5	9
HLF Funded project staff	<u>1</u>	<u>1</u>
	<u><u>17</u></u>	<u><u>22</u></u>

Agency staff were paid within the year to assist with charitable activities where a skills gap was identified. The cost of agency staff amounted to £5,378 (2018 £12,655).

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**17. Net income for the period**

This is stated after charging:

	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>
Accountancy fee	4,580	4,443
Auditors remuneration - audit fee	<u>4,250</u>	<u>4,250</u>
	<u>8,830</u>	<u>8,693</u>
Depreciation	<u>4,463</u>	<u>10,538</u>

**18. Ultimate controlling party**

The Charity is under the control of the Board of Trustees.

**19. Related party transactions**

Other than disclosed in note 15, there were no further related party transactions with Trustees.

At the beginning of the year, Greenwich Heritage Trading Limited made a charitable donation of £9,394 (2018 £0) to the Charity based on 2018 performance.

During the year £935 (2018 £797) gross room hire fees have been charged to The Charlton Society. One of the directors of The Charlton Society is Roden Richardson, a former Trustee of the Charity.

**20. Other professional services provided by Auditors**

In common with many other entities of our size and nature, we use our auditors to assist with the preparation of financial statements and ongoing accountancy advice.

**ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2019**

**21. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Net movement in funds	(106,425)	99,225	(94,214)	89,831
Decrease/(increase) in stock	952	(8,000)	-	-
Decrease/(increase) in debtors	(40,579)	112,902	(45,360)	102,494
(Decrease)/increase in creditors	(43,235)	(60,699)	(44,121)	(49,892)
Add back depreciation charge	4,463	10,538	2,425	9,889
Increase in defined benefit pension liability	61,000	5,000	61,000	5,000
<b>Net cash surplus/(deficit) in operating activities</b>	<u>(123,824)</u>	<u>(158,966)</u>	<u>(120,270)</u>	<u>157,322</u>

**22. Financial commitments**

At the reporting end date, the Charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	<b>Group</b>		<b>Charity</b>	
	<b>2019</b>	<b>2018</b>	<b>2019</b>	<b>2018</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	3,745	4,124	379	758
After one year	<u>2,524</u>	<u>6,269</u>	<u>-</u>	<u>379</u>
	<u>6,269</u>	<u>10,393</u>	<u>379</u>	<u>1,137</u>