



Charity Number: 1157164

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

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ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

LEGAL & ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2020

Legal and administrative information

Charity number	-	1157164
Trustees	-	L Duvall P Croall (Chair) W Edgerley A Khaireh (Nominated May 2020) R Goodwin T Mitton G Parker (Nominated) N Snook
Operational address	-	Charlton House Charlton Road London SE7 8RE
Auditors	-	Simpson Wreford LLP Chartered Accountants Wellesley House Duke of Wellington Avenue Royal Arsenal London SE18 6SS

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Message from the Chair and Chief Executive presenting the 2019/20 Annual Report

During 2019/20 we began delivery of our ten-year strategy describing our ambitions to 2029. We cannot start this report without recognising the terrible impact of the COVID-19 pandemic nationally and internationally. We closed 2019/20 and opened 2020/21 having to seriously refocus our activities in a truly transformed landscape for the cultural sector, and all sectors.

We are grateful to our supporters including the Royal Borough of Greenwich, the National Lottery Heritage Fund, Historic England, Garfield Weston Foundation, and the Tanner Trust for their help and support during the 2019/20 year.

Our report charts significant change over the 2019-20 period, most significantly the new provision of research access to the borough archives at Anchorage Point, a fantastic new storage facility for the collections and archive of the Royal Borough.

Our ten-year strategy describes our ambition to improve conservation of, access to, and learning about all the cultural heritage in our care and although this strategy must now be revisited in light of the global pandemic we are still on track to deliver our charitable fundraising objectives. Our new Patrons programme was due to launch this year, and though this has been paused by the pandemic, we are still planning to launch the scheme and are grateful for the interest local people have shown in supporting our work.

We had several notable successes during 2019/20. At Charlton House we continued the repair of the Summer House, despite the lead theft in the area, the exciting history and significance of the Summer House, and indeed of Charlton House is revealed more with each phase of research. We delivered the first year of our Meet the Collections programme 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 we exhibited at Charlton House as well as partner venues across Royal Greenwich.

Following the successes of 2019/20 and challenges of 2020/21 Royal Greenwich Heritage Trust would like to express gratitude to our valued supporters and the huge part played by our dedicated staff and volunteers. Without them none of the great work we do would be possible.



Len Duvall, OBE AM (Chair)

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The Trustees present their annual report, together with the audited financial statements for the year ended 31 March 2020. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and the Charities Statement of Recommended Practice (effective 1 January 2019) and the Financial Reporting Standard FRS 102

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
A Khairah (Nominated May 2020)	T Mitton
G Parker	N Snook
M Woods (Resigned 10 th September 2019)	M Williams (Resigned 5 th May 2020)

G Parker, M Williams and A Khairah 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 2019/20 Malcolm Woods stood down as Trustee. Malcolm was a founder Trustee and we thank him for his past contributions. Fortunately Malcolm remains with us in an honorary role on the Capital Projects Committee.

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.

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.

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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
- 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)

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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 meet every 2 months. Following a governance review in 2019 the committees of the Board are:

The Finance and Audit Committee

Oversees the financial reporting process to review our regular management accounts as well as our published financial information. It also reviews the Trust's external audit function, including recommending and assessing the performance of the external auditor.

- Tony Mitton, Chair
- William Edgerley
- Nicky Snook

The Capital Works Committee

Oversees the capital work at Charlton House & Gardens and across our portfolio. In 2019/20 it has led on the delivery of Phase II of the Summer House programme.

- Bill Edgerley (Chair)
- Philip Croall
- Malcolm Woods (independent advisor)

The Leadership Team comprises senior staff who support the Chief Executive in fulfilling her responsibilities. The Executive Team formulates strategy for the Board of Trustees' consideration and approval, ensures its delivery and oversees the day-to-day operation of the Trust. The Leadership team consists of:

Estates & Conservation Manager – Carolyn Ayers.

Head of Finance – Krissie Chitty.

Charlton House Visitor & Operations Manager – Edward Schofield.

Marketing & Communication Manager – Helen Moon. (Fixed Term contract)

Business Development Executive – Martin Vincent (Fixed Term contract)

Head of Public Programming – Janet Denne (Fixed Term contract – appt Sept 2020)

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 commercial usage within the building of Charlton House, activities include Mulberry Tea Rooms café, catering & refreshments to users of the building, Wedding income, car parking fees and other commercial building hire

The trading company will donate all profits to the Charity at the end of its financial year.

As a result of the impact on trading of the Coronavirus Pandemic the Tea Rooms was closed in March 2020. The Board have taken the decision not to reopen the Tea Rooms but to seek alternative provision in 2021 through a formal tender process.

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REPORT OF THE TRUSTEES

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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

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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 2020 are detailed below.

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.

For the whole Trust we measure how many opportunities we offer across our sites and via our outreach programme for people to find out more about the assets we care for. We group these into measures of school visits and opportunities offered to other audiences we have identified as important for the charity. These results help us understand the impact our work has in our community and to identify where we need to focus our work in future.

These indicators inform our strategic development of our activity programme and audience development plans. **Activity Plan**

Our Activity Plan outlines our programme to 2023. We talked to over three hundred people through an online survey and followed up with focus groups to help us better understand our audiences and how they want to find out about the heritage we care for.

Meet the Collections

Our National Lottery Heritage Funded ‘Meet the Collections’ programme successfully launched in September 2019. This exciting project has allowed us to take objects from the museum and archive collections of the borough into the community, work which is so vital during this period of museum closure. The collections and archive of Royal Greenwich popped up across the borough in the heart of the community and Greenwich Leisure Ltd (GLL) who operate the borough’s library service supported transportation of the pop-up display cases.

Memorials

In partnership with RBG we continue to commemorate all those from the borough who are remembered on the memorials for which we act as custodian.

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Events

In 2019 we had a very successful London Open House event in September, in fact we were the most visited Open House property in Royal Greenwich. Our Meet the Collections project was well visited at that event.

Our Annual Horn Fair event was well attended and supported by the local community as it is every year. This year we welcomed a Classic Car Rally for the first time, which proved very popular with both exhibitor's and visitors.

In October we submitted a proposal for London Borough of Culture submitting one of twelve monthly theme proposals to support the Borough's application. We worked in partnership with Nutkhut and other Royal Greenwich cultural providers. Unfortunately, the borough was not successful this round but the process was valuable in developing our cultural networks.

In November we began on the Euro 2020 Fanzone community programme which was unfortunately cancelled due to the COVID pandemic.

Our Christmas tree switch on was very popular this year with a small indoor retail market and a successful partnership with St Luke's, Charlton who provided the music and carol service.

Charlton House & Gardens

Our Master Plan for Charlton House & Gardens which we are using to support our future for conservation, repair, and maintenance. This plan has provided more detail of the significance of different areas of the House and the impact of our activities on the condition of the historic fabric.

We are excited to begin to prioritise access to Charlton House & Gardens in our first development phase and to work with audiences old and new to fundraise for the work identified in our ten-year strategy.

We held our first Master Plan Focus Group in November 2019.

Summer House

In September 2019 we obtained Historic England grant funding of £47,000 to progress further strip out and enabling works in the Summer House. This work was halted by the COVID-19 pandemic. The project is led by Architect Charlie MacKeith and research continues on site. The reinstated lead roof was stolen in the summer of 2019 and has now been replaced and alarmed, preventing another attempted theft later in the year.

Museum & Archive

In July 2019, the construction and installation of the new Museum & Archive store at Anchorage Point was completed. We re-launched research access to the archive in 2019, following relocation from Royal Arsenal to a new purpose-built storage facility at Anchorage Point. This has been impacted by the COVID pandemic however we have begun a programme of collection inventory that will support public access remotely

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To care for the Museum Collections & Archive of Royal Greenwich

The relationship with Greenwich Archive Users Forum (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 who share our passion for the Archive collections, helping raise the profile of the archive collection of Royal Greenwich. The Forum have also made excellent practical suggestions for actions which we have implemented in relation to how we provide and continue to provide access to the new storage facility. 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 have been brought together in one building. The new store is built to a high specification and meets the highest standards of collections care.

Museum Collections & Archive (continued)

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 Collections 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.

In September 2019 we began the process to lift the collections freeze that had been in place pending the closure and re-location of the museum.

To develop Leadership at all levels

During 2019/2020 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. 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

The Leadership Development programme will develop the professional skills of the leadership team 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.

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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. The Leadership Team have attended a formal programme of training. We also provided a mental health workshop programme in partnership with MIND prioritising mental health and wellbeing for all staff.

We introduced the Stress Risk Assessment to our HR toolkit with the support of HR Services Partnership.

London Living Wage

We are proud to remain a London Living Wage employer.

Use of volunteers

The trust has worked with 23 volunteers on projects in 2019/20. 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.

We are developing opportunities for volunteering across the trust, revising our strategy and exploring future opportunities for apprenticeships and other non vocational less traditional routes into the cultural heritage and charity sector to ensure we are providing opportunities for young people and more people from diverse backgrounds to be a part of our plans

Tenants

We continue to develop a commercial tenancy for the Stables with an urgent need to replace the shortfall in commercial income in the final quarter of the 20/21 financial year. The Market Rent Valuation completed by Hindwoods in July 2018 forms the basis of all tenancy negotiations for spaces in Charlton House going forward.

Greenwich Dance, Nutkhut and Greenwich Music School remain regular hirers. The Institute of International Education in London, Charlton Toy Library, Charlton Library (GLL), Greenwich Carers and Royal Greenwich Adult Services remain valued tenants.

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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 April 2017 to 31 March 2020. The total price for the service to March 2020 was £1,597,880 plus VAT, in which £501,203 was the annual instalment for 2019/20.

The new 3 year SLA covering April 2020 to March 2023 has a total price for the service of £1,394,046.

Grant funding received

The Charity accounted for £87,637 of donations and grant funding and other financial support (actual cash received £105,060) in 2019/20. Of this, £80,335 was restricted.

The £66,270 Restricted funds were made up of:

- £47,400 from Heritage Lottery Fund for Meet the Collection project which is a 2 year project until summer 2021 (£94,800 being the total Heritage Fund grant).
- £15,000 from Garfield Weston for Meet the Collection project.
- £3,870 being part of the grant from Historic England for Summerhouse project (total grant being £47,360)

The £14,065 Restricted donations were made up of:

- £5,000 donation from Tanner Trust for Meet the Collection project.
- £9,065 from concert donations and gift aid

£2,000 unrestricted grant was received from London Museum Development from their Survive and Thrive improvement grant fund for fundraising development of our Patrons programme

Financial review

The Statement of Financial Activities on page 19 shows an unrestricted surplus of £301,567 at the year end.

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.

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Achievements and performance

The table below identifies achievements in the 2019/20 accounting period.

Measure of Success	2018/19 Actual	2019/20 Actual
Education and learning about the history of the borough for the general public		
Percentage of RBG schools reached	6% ¹	0% ²
Number of learning events for families	21 ¹	8
Number of activities delivered	60	53
Promotion of the assets for the benefit of the inhabitants of the Royal Borough of Greenwich		
Number of visits to web site	119,903	113,391
Attainment of Visitor Attraction Quality Assurance Mark (VAQAS)	Retain VAQAS at Charlton House	Retain VAQAS at Charlton House
Event user numbers to Charlton House	33,962	42,002
Visitor numbers to museum & archive	5,578 ³	115
Number of users of Outreach Programme	180	453
Number of public enquiries dealt with per annum: in person, via email/in writing	1,297	2,212 ¹
Care and conservation of the historic buildings and assets in the care of the Trust		
Retain Museum Accreditation standard	Deliver Collections Development Strategy within current Business Plan	Deliver Collections Development Strategy within current Business Plan

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

² Education Officer post was vacant and Museum closed

³ Museum closed July 2018

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Our Strategy to 2029

What we are 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:

- 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
- Provide quality exhibitions, events and learning opportunities for people
- Help the people in our organisation to develop the skills needed to deliver our goals

In 2019/20 we prioritised the need to grow support for our work. People are vital to the work we do and to make sure we are including everyone we have developed the following areas this year:

Community Partners

Part of our vision is to ensure we share our experience, skills and knowledge to support small to medium sized heritage organisations across the borough and beyond. This ambition has a positive economic impact on the borough by generating new project funding for local organisations.

In 2019/20 we supported Metrocharity to develop an LGBT History Project, providing access to archival film footage.

Charlton & Blackheath Amateur Horticultural Society, who celebrate their 70th year in 2020, wanted to work with us to create a legacy garden at Charlton House. A volunteer programme began in January 2020 and continued through the pandemic improving individual health and wellbeing through engagement in our green spaces.

We continued as a partner in the Woolwich Cultural Destinations programme with Royal Greenwich, Visit Greenwich, and Festival.org. Under this programme Woolwich Laureate and Booker Prize Winner, Bernardine Evaristo continued her residency delivering a programme of short conversations with the community in Woolwich libraries.

We continued to work closely with other local heritage organisations particularly Severndroog Castle Preservation Trust, and St George's Garrison Church.

We joined the new Charlton Traders Association and hosted the first meeting at Charlton House. We are working with Traders, the Charlton Society and other local stakeholders to support the development of Charlton Village, identified as 'Heritage at Risk' by Historic England.

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Strategy to 2029 (continued)

Marketing & Communications

In 2019/20 we began consultation with communities of interest about Phase I development of Charlton House & Gardens. We welcomed Focus Group participants from across the borough to hear our plans and contribute to their development. Whilst our Phase I capital bid was halted by the pandemic, we continue to value the contribution our community make to our plans, and welcome further opportunities to continue this dialogue to improve our service delivery.

We have continued to develop our formal evaluation strategies collecting visitor feedback throughout the year to allow continuous improvement of service delivery.

Governance

The Board continued the Resilient Heritage Governance Review with the support of the National Council for Voluntary Organisations in April & May 2019. The finding of the Governance review resulted in the introduction of a new governance structure to better meet the monitoring of delivery of the strategic plan. As well as our Finance & Audit Committee, a new Capital Works Committee was introduced.

We also welcomed to the charity our new Trust Administrator, Rumena Rahman, in December 2019. She will be responsible for supporting the Board and the Leadership team in the strategic delivery of the Trust's core charitable objectives

Fundraising

As a registered charity our 10-year strategy prioritises the need for income generation from donations. The Fundraising Strategy saw notable successes in 2019/20 with new support offered by the Garfield Weston Foundation of £15,000 and the Tanner Trust in September 2019 of £5,000. We began development of a new Patrons programme which, though delayed by the COVID-19 pandemic, will launch later in 2020.

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Plans for future periods - The key aims for 2020/21 are

Strategy	<ul style="list-style-type: none"> - Deliver on Emergency Business Plan following on from Coronavirus pandemic
Conservation, repair & Maintenance	<ul style="list-style-type: none"> - Our project work, the conservation and repair of Charlton House capital project, and the necessary applications to funders is on hold whilst we focus on the short-term review of operations. Planning will restart in 2021. - Complete the Charlton Summer House enabling works programme.
Fundraising	<ul style="list-style-type: none"> - Utilising our appointed fundraising consultant we are focusing on Emergency Funding applications - The necessary refocussing during the pandemic resulted in support to the end of the financial year from Historic England and Arts Council England. These exciting projects are helping us to record the pandemic and its impact on the community, and to provide meaningful access to the cultural heritage in our care.
Education	<ul style="list-style-type: none"> - With our new Learning Officer, Anais Radiere who started October 2020, we will deliver a new Schools program, designed with local teachers to meet their needs during the current period of restrictions - Our Meet the Collection outreach programme, generously supported by the National Lottery Heritage Fund, is currently on hold and will restart in 2021 once restrictions are relaxed
Collections	<ul style="list-style-type: none"> - Deliver on Arts Council England funded project, supporting delivery of our Festival of Archaeology which will allow us to widen access to the Collection of Royal Greenwich and build new partnerships within the confines of continued social isolation through the wider use of digital technologies and outdoor on-site activities.
Income generation	<ul style="list-style-type: none"> - Focus this year on supporting our tenants and regular hirers and at the same time being mindful of the impact that loss of rent, due to the pandemic, has on our own finances - Review the operational hours of Charlton House to allow cost savings to be made but balance with the needs of the users of the building
Wellbeing	<ul style="list-style-type: none"> - Make wellbeing in the workplace an important part of RGHT culture and focus on supporting our staff through remote working - Continue with annual staff surveys for all to contribute - Implement individual Wellness Action Plans

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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 £301,567 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 £43,374. 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 21st November 2020 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 2020 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 2020 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 16, 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]. 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:

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £	Total 2019 £
Income and endowments from:					
Donations and legacies	3	7,302	80,335	87,637	121,208
Charitable activities	4	831,663	-	831,663	981,061
Other trading activities	5	130,454	-	130,454	92,541
Other	6	(83,000)	-	(83,000)	61,000
Total income		886,419	80,335	966,754	1,255,810
Expenditure on:					
Raising funds – cost of trading activities		(79,167)	-	(79,167)	(95,358)
Charitable activities		(1,008,468)	(54,715)	(1,063,183)	(1,288,619)
Governance cost		(26,265)	-	(26,265)	(25,258)
Total expenditure	7	(1,113,900)	(54,715)	(1,168,615)	(1,409,235)
Net (deficit)/surplus before transfers		(227,481)	25,620	(201,861)	(153,425)
Transfers					
Gross transfers between funds		-	-	-	-
Net (deficit)/surplus before other recognised gains and losses		(227,481)	25,620	(201,861)	(153,425)
Other recognised gains and losses					
Re-measurement (losses)/gains on defined benefit pension schemes	13	170,000	-	170,000	47,000
Net movement in funds		(57,481)	25,620	(31,861)	(106,425)
Reconciliation of funds:					
Total funds brought forward		359,048	17,754	376,802	483,227
Total funds carried forward	14	301,567	43,374	344,941	376,802

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

All income and expenditure derives from continuing activities.

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2020

	Notes	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Fixed assets					
Office equipment	8	8,393	3,574	7,004	795
Investments	9	-	-	1	1
		<u>8,393</u>	<u>3,574</u>	<u>7,005</u>	<u>796</u>
Current assets					
Stocks		1,433	7,748	200	200
Debtors	10	555,531	1,104,660	561,582	1,123,901
Cash at bank and in hand		414,954	404,034	377,589	393,042
		<u>971,918</u>	<u>1,516,442</u>	<u>939,371</u>	<u>1,517,143</u>
Liabilities					
Creditors: Amounts falling due within one year	11	(305,370)	(730,214)	(309,904)	(725,320)
				<u>629,467</u>	<u>791,823</u>
Net current assets		<u>666,548</u>	<u>786,228</u>		
Net assets excluding pension liability		674,941	789,802	636,472	792,619
Defined benefit pension liability	13	(330,000)	(413,000)	(330,000)	(413,000)
Total assets		<u>344,941</u>	<u>376,802</u>	<u>306,472</u>	<u>379,619</u>
Funds represented by:					
Restricted funds		43,374	17,754	43,374	17,754
Unrestricted funds		301,567	359,048	263,098	361,865
Total funds	14	<u>344,941</u>	<u>376,802</u>	<u>306,472</u>	<u>379,619</u>

The financial statements on pages 19 to 38 were approved by the Trustees on 21st November 2020 and signed on their behalf by:-

L 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 2020

	Note	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Cash surplus /(deficit) from operating activities	21	20,829	(123,824)	(5,543)	(120,270)
Cash flows from investing activities					
Purchase of tangible fixed assets		<u>(9,909)</u>	<u>(5,359)</u>	<u>(9,909)</u>	<u>(1,191)</u>
Increase/(decrease) in cash and cash equivalents in the year		10,920	(129,183)	(15,452)	(121,461)
Cash and cash equivalents at the beginning of the year		<u>404,034</u>	<u>533,217</u>	<u>393,042</u>	<u>514,503</u>
Total cash and cash equivalents at the end of the year		<u><u>414,954</u></u>	<u><u>404,034</u></u>	<u><u>377,590</u></u>	<u><u>393,042</u></u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

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) (effective 1 January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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 2020

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 2020

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 2020

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:

	2020	2019
	£	£
Income	836,300	1,163,269
Gift aid from subsidiary company	-	9,394
	<u>836,300</u>	<u>1,172,663</u>
Expenditure on charitable activities	(1,079,447)	(1,313,877)
Re-measurement (losses)/gains on defined benefit pension schemes	<u>170,000</u>	<u>47,000</u>
Net (deficit)/surplus	(73,147)	(94,214)
Funds brought forward	<u>379,619</u>	<u>473,833</u>
Total funds carried forward	<u><u>306,472</u></u>	<u><u>379,619</u></u>
Represented by:		
Restricted income funds	43,374	17,754
Unrestricted income funds	<u>263,098</u>	<u>361,865</u>
	<u><u>306,472</u></u>	<u><u>379,619</u></u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

3. Donations and legacies

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Total 2019 £
Concert donations	-	8,980	8,980	9,694
Public donations	4,665	5,085	9,750	1,664
Grants receivable for core activities	2,000	66,270	68,270	109,435
Friends of Charlton House	-	-	-	-
RGHT Friend Membership	637	-	637	415
	<u>7,302</u>	<u>80,335</u>	<u>87,637</u>	<u>121,208</u>

4. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Total 2019 £
Local authority service contracts				
Royal Borough of Greenwich	501,203	-	501,203	501,203
Room hire	155,614	-	155,614	144,498
Rental charges	112,543	-	112,543	141,069
Service charges	33,700	-	33,700	33,614
Civil ceremonies and weddings	4,146	-	4,146	24,402
Wedding catering commission	-	-	-	5,394
Recoverable staff costs	323	-	323	827
Other recoverable costs	17,421	-	17,421	122,359
Heritage Centre search fees and sales	852	-	852	669
Bank and other interest	3,264	-	3,264	3,179
Miscellaneous income	2,597	-	2,597	3,847
	<u>831,663</u>	<u>-</u>	<u>831,663</u>	<u>981,061</u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

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 mainly provides catering, wedding and function services for events at Charlton House.

The café trade at Charlton House by the subsidiary has been suspended since March 2020 due to Covid-19 restrictions and Trustees made the decision in October 2020 to cease this activity and to investigate outsourcing the café function for the future.

The summary financial performance of the subsidiary alone is:

	2020	2019
	£	£
Turnover	130,454	92,541
Costs of sales and administrations costs	<u>(89,167)</u>	<u>(95,358)</u>
Net (loss)/profit	41,287	(2,817)
Gift aid donation to the Charity	<u>-</u>	<u>(9,394)</u>
Retained in subsidiary	<u><u>41,287</u></u>	<u><u>(12,211)</u></u>
The assets and liabilities of the subsidiary were:		
Fixed assets	1,390	2,779
Current assets	46,809	21,281
Current liabilities	<u>(9,728)</u>	<u>(26,876)</u>
Total net assets	<u><u>38,471</u></u>	<u><u>(2,816)</u></u>
Aggregate share capital and reserves	<u><u>38,471</u></u>	<u><u>(2,816)</u></u>

6. Other income

	Unrestricted	Restricted	Total	Total
	funds	funds	2020	2019
	2020	2020	2020	2019
	£	£	£	£
(Decrease)/ increase in pension indemnity	<u>(83,000)</u>	<u>-</u>	<u>(83,000)</u>	<u>61,000</u>

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 2020

7. Total resources expended

	Cost of generating funds 2020 £	Costs of charitable activities 2020 £	Governance costs 2020 £	Total 2020 £	Total 2019 £
Raising funds					
Commercial trading operations	79,167	-	-	79,167	95,358
Charitable activities					
Agency staff	-	10,469	-	10,469	5,378
Staff salaries and social security costs	-	490,849	-	490,849	532,198
Redundancy cost	-	-	-	-	54,894
Defined contribution pension cost	-	10,307	-	10,307	9,140
Pension service cost	-	105,000	-	105,000	169,000
Staff training	-	7,407	-	7,407	3,378
HR and recruitment costs	-	12,471	-	12,471	6,287
Project - Making Woolwich	-	-	-	-	5,636
Project - Resilient Heritage	-	3,562	-	3,562	62,074
Cleaning, refuse and pest control	-	59,843	-	59,843	62,689
Insurance and security	-	28,333	-	28,333	25,740
Premises repairs and maintenance	-	102,824	-	102,824	128,327
Rates, light and heat	-	88,849	-	88,849	82,123
Advertising, events and exhibition costs	-	26,511	-	26,511	25,469
Concert expenses	-	3,652	-	3,652	5,665
Telephone and broadband	-	7,776	-	7,776	7,751
Printing, postage and stationery	-	4,464	-	4,464	18,079
Books, publications and artwork	-	199	-	199	-
Equipment rental	-	1,130	-	1,130	1,186
Small equipment and repairs	-	7,742	-	7,742	5,240
IT costs	-	9,365	-	9,365	9,249
Subscriptions	-	9,733	-	9,733	7,570
Education	-	2,213	-	2,213	1,768
Legal and professional fees	-	7,938	-	7,938	3,413
Consultancy fees	-	31,392	-	31,392	38,000
Cash collections	-	1,208	-	1,208	1,396
Audit and accountancy fees	-	-	7,865	7,865	7,830
Travel and subsistence	-	2,322	-	2,322	2,806
Bank service charges	-	-	400	400	428
Net interest on the defined pension liability	-	-	17,000	17,000	16,000
Miscellaneous expense	-	1,485	1,000	2,485	1,220
Partial VAT exemption charge	-	22,439	-	22,439	11,518
Depreciation	-	3,700	-	3,700	2,425
	-	1,063,183	26,265	1,089,448	1,313,877

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

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 2020

8. Heritage and tangible assets (continued)

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.

Tangible Fixed Assets – Fixtures, fittings and equipment

	Group	Charity
	£	£
Cost		
At 1 April 2019	36,975	30,857
Additions	9,909	9,909
At 31 March 2020	<u>46,884</u>	<u>40,766</u>
Depreciation		
At 1 April 2019	33,401	30,062
Charge for the year	5,090	3,700
At 31 March 2020	<u>38,491</u>	<u>33,762</u>
Net book value		
At 31 March 2020	<u>8,393</u>	<u>7,004</u>
At 31 March 2019	<u>3,574</u>	<u>795</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.

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

10. Debtors

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	195,453	648,080	201,504	667,321
Other debtors	843	-	843	-
Prepayments and accrued income	29,235	43,580	29,235	43,580
Pension indemnity	330,000	413,000	330,000	413,000
	<u>555,531</u>	<u>1,104,660</u>	<u>561,582</u>	<u>1,123,901</u>

11. Creditors: amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	59,329	40,732	73,402	40,131
Accruals and deferred income	194,976	569,876	192,579	567,024
Other creditors	51,065	119,606	43,923	118,165
	<u>305,370</u>	<u>730,214</u>	<u>309,904</u>	<u>725,320</u>

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

Royal Borough of Greenwich Service Level Agreement income of £44,224 (2019 £501,203), Meet the Collection £82,500 (2019 £0), rental income £22,249 (2019 £31,222), wedding/civil ceremony income of £0 (2019 £4,633), Crash Room exhibition project £9,301 (2019 £9,301), delayed bookings £1,745 (2019 £0) and other income of £100 (2019 £200) have been deferred as these relate to the 2020/21 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.

	2020	2019
	£	£
Contributions payable by the Charity for the period	<u>10,307</u>	<u>9,140</u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

13. Pension costs (continued)

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.

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 2023. 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 2020 which has been updated to reflect conditions at the balance sheet date. The major assumptions used by the actuary were:

	At 31/03/20	At 31/03/19
Rate of increase in salaries	2.80%	3.90%
Rate of increase in pensions in payment	1.80%	2.40%
Discount rate	2.35%	2.40%
Inflation rate	1.8%	2.40%

The return on the Fund is estimated to be -7%.

Mortality assumptions:

The assumed life expectations on retirement at age 65 are:

Retiring today	Males	20.8	21.6
	Females	23.5	23.6
Retiring in 20 years	Males	22.3	23.3
	Females	25.10	25.4

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

13. Pension costs (continued)

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

	2020	2019
	£	£
Service cost	105,000	169,000
Net interest on defined benefit liability	17,000	16,000
Miscellaneous expenses	<u>1,000</u>	<u>1,000</u>
	<u><u>123,000</u></u>	<u><u>186,000</u></u>

Value of scheme assets and liabilities

	2020	2019
	£	£
Equities	71,000	85,000
Bonds	148,000	161,000
Property	87,000	96,000
Cash and alternative assets	13,000	8,000
Unitised insurance policies	290,000	338,000
UK & overseas unit trusts	<u>170,000</u>	<u>226,000</u>
Market value of assets	779,000	914,000
Present value of scheme liabilities	<u>(1,409,000)</u>	<u>(1,627,000)</u>
Deficit in scheme	(630,000)	(713,000)
Amount indemnified on formation	<u>300,000</u>	<u>300,000</u>
Net pension liability	<u><u>123,000</u></u>	<u><u>186,000</u></u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

13. Pension costs (continued)

Analysis of actuarial loss recognised in the Statement of Financial Activities

	2020	2019
	£	£
Return on Fund assets in excess of interest	(84,000)	43,000
Other actuarial (losses) on assets	(117,000)	-
Changes in financial assumptions	268,000	(97,000)
Change in demographic assumptions	62,000	101,000
Experience gain on defined benefit obligation	<u>41,000</u>	<u>-</u>
Actuarial (loss)/gain recognised	<u><u>170,000</u></u>	<u><u>47,000</u></u>

Movements in present value of defined benefit obligations:

	2020	2019
	£	£
Liabilities as at 1 April 2019	1,627,000	1,415,000
Current service cost	86,000	99,000
Benefits paid	(7,000)	(8,000)
Contributions from scheme members	16,000	18,000
Change in financial assumptions	(268,000)	97,000
Change in demographic assumptions	(62,000)	(101,000)
Experience gain on defined benefit obligation	(41,000)	-
Past service costs, including curtailments	19,000	70,000
Interest cost	<u>39,000</u>	<u>37,000</u>
At 31 March 2020	<u><u>1,409,000</u></u>	<u><u>1,627,000</u></u>

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

13. Pension costs (continued)

Movements in the fair value of plan assets:

	2020	2019
	£	£
Fair value of assets at 1 April 2019	914,000	763,000
Interest on assets	22,000	21,000
Return on assets less interest	(84,000)	43,000
Other actuarial (losses)	(117,000)	-
Administration expenses	(1,000)	(1,000)
Benefits paid	(7,000)	(8,000)
Contributions by the employer	36,000	78,000
Contributions by scheme members	16,000	18,000
	<hr/>	<hr/>
At 31 March 2020	<u>779,000</u>	<u>914,000</u>

14. Analysis of charitable funds

	Balance at					Balance at
	1 April	Incoming	Outgoing	Gains and	Fund	31 March
	2019	resources	resources	losses	transfers	2020
	£	£	£	£	£	£
Restricted Funds						
Eltham War Memorial	8,256	-	-	-	-	8,256
Concert performances	1,771	9,065	(7,360)	-	-	3,476
Resilient Future for GH	3,040	-	(3,040)	-	-	-
Meet the collection	-	67,400	(40,445)	-	-	26,955
RAWHS	4,687	-	-	-	-	4,687
Charlton Grounds and Summer House	-	3,870	(3,870)	-	-	-
Total Restricted Funds	<hr/> 17,754	<hr/> 80,335	<hr/> (54,715)	<hr/> -	<hr/> -	<hr/> 43,374
Unrestricted Funds						
Designated funds	-	(82,601)	(87,399)	170,000	-	-
Core Unrestricted Funds	359,048	969,020	(1,026,501)	-	-	301,567
Total Unrestricted Funds	<hr/> 359,048	<hr/> 886,419	<hr/> (1,113,900)	<hr/> 170,000	<hr/> -	<hr/> 301,567
Total Funds	<hr/> 376,802	<hr/> 966,754	<hr/> (1,168,615)	<hr/> 170,000	<hr/> -	<hr/> 344,941

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

14. Analysis of charitable funds (continued)

Purpose of designated funds

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

Analysis of net assets between funds

	Core Unrestricted Funds	Designated Funds	Restricted Funds	Total
	£	£	£	£
Tangible fixed assets	8,393	-	-	8,393
Cash at bank and in hand	371,580	-	43,374	414,954
Other net current assets/(liabilities)	(78,406)	330,000	-	251,594
Defined benefit pension liability	-	(330,000)	-	(330,000)
Total	301,567	-	43,374	344,941

15. Trustee expenses

During the year, £97 (2019 £166) was paid to a Trustee, who lives outside of the Borough, for travel expenditure incurred.

16. Staff costs

	2020	2019
	£	£
Staff costs were as follows:		
Salaries and wages	437,323	488,091
Social security costs	43,526	44,107
Redundancy costs	-	54,894
Defined contribution pension cost	10,307	9,140
Pension service costs	105,000	169,000
Staff training	10,125	3,378
	<u>606,281</u>	<u>768,610</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.

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

16. Staff costs (continued)

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

	2020	2019
Trust management	7	5
Greenwich Heritage Trading staff	2	2
Charlton House staff	4	4
Heritage Centre staff	2	5
HLF Funded project staff	1	1
	<u>16</u>	<u>17</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 £10,470 (2019 £5,378).

17. Net income for the period

This is stated after charging:

	2020	2019
	£	£
Accountancy fee	4,540	4,580
Auditors remuneration - audit fee	<u>4,375</u>	<u>4,250</u>
	<u>8,915</u>	<u>8,830</u>
Depreciation	<u>5,089</u>	<u>4,463</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 2018, Greenwich Heritage Trading Limited made a charitable donation of £9,394 (2019 £0) to the Charity based on 2018 performance.

During the year donation of £4,000 was received from T Mitton, Trustee of the Charity.

During the year £1,096 (2019 £935) 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.

ROYAL BOROUGH OF GREENWICH HERITAGE TRUST CIO

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2020

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.

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

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Net movement in funds	(31,861)	(106,425)	(73,148)	(94,214)
Decrease/(increase) in stock	6,315	952	-	-
Decrease/(increase) in debtors	549,129	(40,579)	562,321	(45,360)
(Decrease)/increase in creditors	(424,844)	(43,235)	(415,416)	(44,121)
Add back depreciation charge	5,090	4,463	3,700	2,425
Increase in defined benefit pension liability	(83,000)	61,000	(83,000)	61,000
Net cash surplus/(deficit) in operating activities	20,829	(123,824)	(5,543)	(120,270)

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:

	Group		Charity	
	2019	2019	2019	2019
	£	£	£	£
Within one year	2,866	3,745	320	379
After one year	-	2,524	-	-
	<u>2,866</u>	<u>6,269</u>	<u>320</u>	<u>379</u>