

# THAMES ESTUARY PARTNERSHIP

England & Wales · Charity number 1083199

## Details

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Other names	TEP
Status	Registered
Legal form	Charitable company
Company number	<a href="#">03807387</a>
Registered	2000-11-06
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Address	6th Floor/37 Lombard Street London EC3V 9BQ
Phone	02076798855
Email	<a href="mailto:tep@thamesestuarypartnership.org">tep@thamesestuarypartnership.org</a>
Website	<a href="http://www.thamesestuarypartnership.org">www.thamesestuarypartnership.org</a>

## Activities

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**Objects:** FOR THE PUBLIC BENEFIT TO CONSERVE, PROTECT AND MAINTAIN THE COASTAL, ENVIRONMENTAL AND NATURAL HERITAGE OF THE THAMES AND THE LAND AND WATER AREAS ADJOINING THE THAMES BETWEEN TOWER BRIDGE IN THE WEST AND THE ISLE OF GRAIN, KENT (GRID REFERENCE: TQ890770) AND SHOEBURYNESSE, ESSEX (GRID REFERENCE: TQ940850) IN THE EAST ("THE AREA OF BENEFIT").

**Activities:** The Partnership is established to conserve, protect and maintain the coastal, environmental and natural heritage of the Thames for the public benefit. It covers the Tidal Thames from Chelsea to Shoeburyness in Essex and the Isle of Grain in Kent dealing with Education, Dredging, Research, Recreation, Archaeology and Fisheries, river transport, riverside development and others.

## Classification

- **How:** Provides Human Resources, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Animals, Environment/conservation/heritage, Economic/community Development/employment, Recreation
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

## Geography

- **Area of benefit:** SEE FULL DESCRIPTION IN THE 'CHARITABLE OBJECTS'.
- Essex
- Kent
- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£841,504	£866,228	£167,892	9
2024-03-31	£660,361	£640,553	£192,616	6
2023-03-31	£645,654	£564,719	£172,808	6
2022-03-31	£597,623	£609,012	£91,873	7
2021-03-31	£313,242	£321,633	-	-

## Trustees

Name	Role	Appointed
Charles Edward Campion		2026-04-01
Clemency Eleanor White		2026-04-01
Jonathan Michael Whitby		2025-11-26
Roger de Freitas		2022-11-07
Stephanie Lauren Cherington-Rimmell		2026-04-01

**THAMES ESTUARY PARTNERSHIP**

England & Wales - Charity number 1083199

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# Accounts

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**THAMES ESTUARY PARTNERSHIP**

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDING 31 MARCH 2025**

**Charity No: 1083199**

**Company No: 03807387**

<b>CONTENTS</b>	<b>Pages</b>
Legal and administrative information	1
Trustees' report	2 – 8
Independent examiner's report	9
Statement of financial activities	10
Balance sheet	11
Notes forming part of the financial statements	12 - 21

**REFERENCE AND ADMINISTRATIVE INFORMATION****FOR THE YEAR ENDING 31 MARCH 2025**

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**TRUSTEES AND DIRECTORS**

Roger de Freitas	Independent Chair	Chair, Director and Trustee
Jonathan Whitby	Independent Trustee	Director, Treasurer and Trustee
Angela Dees	Independent Trustee	Director and Trustee

**Company Number**

3807387

**Charity Number**

1083199

**Registered Office**

Room 117, 26, Bedford Way  
London WC1H 0AP

**Company Secretary**

Amy Pryor

**Independent Examiner**

Richard Weaver FCA  
HaysMac LLP  
Chartered Accountants  
10 Queen Street Place, London EC4R 1AG

**Bankers**

Royal Bank of Scotland, Gravesend Branch, 30 King Street  
Gravesend, Kent DA12 2XX

**Solicitors**

Thompsons, Congress House, Great Russell Street London,  
WC1B 3LW

## Introduction from the Chair, Roger de Freitas

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I have great pleasure in introducing the Thames Estuary Partnership's (TEP's) **Annual Report 2025**. Since joining TEP in 2022 as a Trustee and being elected Chair in November 2024, I have been very proud to be part of this charity. TEP is a long standing 'honest broker' organisation, trusted and respected for enabling collaboration across sectors and communities, connecting ideas, people and organisations to co-develop solutions for a resilient, sustainable and prosperous Thames Estuary.

Before becoming a Board member, I have been an active part of TEP's network and an avid supporter of their work. I have actively helped connect other groups from across the world with the TEP team for knowledge exchange and mutual benefit, learning from each other's approaches and disseminating reports and best practice guidance produced here on the Thames. For example, the TEP-managed Estuary Edges guidance has been used in The Philippines for over 13 years.

Since its establishment 25 years ago, TEP has been at the forefront of driving key partnerships and projects, a 'knowledge hub' for the Thames Estuary and connector to support collaboration. Climate change, environmental degradation and a growing population are key challenges London, Essex and Kent faces and now more than ever there is a strong need for building stronger cross-sector, cross-river partnerships to tackle these shared challenges collaboratively. Many Thames Estuary and Thames tributary riverside communities are in danger of surface and riverine flooding and sit behind tidal flood defences that will require raising or nature-based solutions to be resilient to Sea Level Rise over the coming decades. These communities are also amongst the most ethnically diverse, economically deprived and underserved communities in the Southeast. They need improved access to nature, together with skills and job opportunities designed to meet their unique needs, boost their socio-economic resilience and maximise their health and wellbeing. TEP is building an Equality, Diversity, Inclusion and Belonging Framework, with support from those with expertise and lived experience, and educational programmes to be delivered alongside our environmental efforts for a more holistic and inclusive approach.

Throughout 2024/25 we have continued to facilitate, lead and build upon several local and national collaborative projects. Locally we have continued to focus on the key themes of environmental enhancement and data visualisation through strategic land and seascape-scale mapping (Estuary Edges and the Roadmap to Climate Resilience), supporting local sustainable routes to market for commercial fishers (Fish Local) and working in partnership with NGOs tackling estuarine and coastal habitat restoration and water quality (Transforming the Thames, Your Tidal Thames Catchment Partnership and the Thames Evolving Foreshore Project).

In July 2024, we successfully secured £1.72M to support the development of a new multi-sector strategic estuary-wide collaboration, the Joint Thames Strategy (JTS). JTS aims to update and improve the three existing Thames Strategies (supplementary planning guidance in the London Plan) and create two new ones where none exist to cover the entirety of the Tidal Thames. Each strategy covers a characteristic stretch of the Thames Estuary, linking boroughs across and along the river. These strategies, agreed with local communities and between riverside and coastal boroughs, provide a sub-regional context in which decisions relating to the planning and management of the river can be agreed.

Working in partnership with the Thames Landscape Strategy Weybridge to Kew, Thames Strategy Kew to Chelsea, lead partner London Borough of Richmond upon Thames and the Environment Agency, this is an exciting opportunity to address and embed nature and socio-economic needs alongside flood defence needs ([TE2100](#)) into riverside planning processes and be adopted by each Borough's Local Plan, ensuring their delivery over the longer term. Working collaboratively on strategies enables each area to build their individual policies while having the support of the entire network for tackling shared challenges.

From July 2024, TEP and partners have established robust governance of this large-scale project including a project board, finance sub-group and key Thames Stakeholders Steering Group to ensure regulatory and industry priorities are aligned. TEP have recruited new team members to deliver the JTS and improve our organisational structure. A TEP JTS project manager started in January 2025 and has carried out estuary-wide engagement with

London Borough Councils to record their needs and priorities, and to establish Thames Strategy Steering Groups in two of the JTS areas. This includes starting to co-design the community engagement plans to be rolled out in 2026. These engagement plans will incorporate all voices from across the public, businesses, NGOs and communities and help shape the future of their riverside locally and regionally.

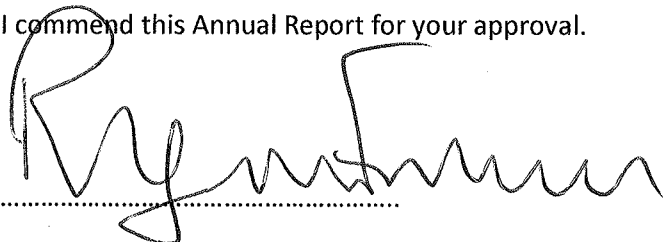
Our Roadmap to Climate Resilience GIS platform was finalised at the end of March 2025 and will be demonstrated to partners and communities ready for full public launch in 2026. This platform brings together socio-economic and environmental publicly-available data into one, user friendly space for community and practitioner use and evidence-led decision making. It includes guides on how to navigate and use the platform and interpret the data objectively. We intend to utilize this in our JTS and broader community engagement to improve our, and partners', social impact and find gaps in the knowledge and data needed for our collective future resilience.

Nationally, we have continued to drive forward the development of the UK Coastal Partnerships Network (CPN) to support knowledge exchange between 55 Coastal, Estuary and Marine Partnerships (CEMPs) similar to TEP, supporting local delivery of the Levelling Up and Regeneration Act 2023 and targets set out in the UK Environmental Improvement Plan in coastal communities. TEP has led on multiple national level projects through the CPN, including developing a new Learning and Development Programme for CEMP Officers and estuarine/marine practitioners (Compass), supporting delivery of the Environment Agency's Restoring Meadows Marsh and Reef (ReMeMaRe) initiative (coastal and estuarine habitat restoration) and leading the development of a new cross-sector National Framework for Championing Coastal Coordination (NFCC). All national work informs and is reflected in our practice locally as the CEMP for the Thames Estuary. Through this work, we are also growing our knowledge and expertise in the field of blue and green finance, natural capital and social impact, with the ambition to test and trial investable business models that will support accelerated environmental enhancement and improve the social impact of CEMPs. All of this work has been delivered in partnership with our stakeholders and members at national, regional and local scales. The outputs have been disseminated across our communication channels and are in the public realm for all to benefit from.

Moving forward we intend to support the establishment of the CPN as a Charitable Incorporated Organisation and build on this work locally and regionally. We are in the process of revising our charitable objectives to reflect this national collaboration and impact and public benefit of our work. Many of the projects summarised above (with detail in the body of the report below) will continue to evolve and grow with support from our funders, partners and communities.

Our core funders, key stakeholders and project partners, continue to show their belief in the value of TEP. I am grateful to all of them for the support they have provided the charity. On behalf of the Trustees, I thank Heather, Amy and the TEP team for all the hard work this year and their continued leadership.

I commend this Annual Report for your approval.



Roger de Freitas (Chair - Thames Estuary Partnership)

Date: 28 January 2026

The Trustees, who are also directors under company law, present their report and financial statements for the year ending 31 March 2025.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102 (Second Edition, effective 1 January 2019).

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Constitution**

The Charity was set up by a Memorandum of Association. Thames Estuary Partnership Ltd (referred to as "TEP") is a Company Limited by Guarantee and was registered on 9<sup>th</sup> July 1999. The Company Number is 3807387.

It is governed by Memorandum and Articles of Association and became a registered charity, called Thames Estuary Partnership, on 6 November 2000. The charity registration number is 1083199.

### **Method of appointment or election of Trustees**

The management of the charity is the responsibility of the Trustees who are elected or co-opted under the terms of the Memorandum and Articles of Association.

### **Objectives and activities**

The partnership was established to conserve, protect and maintain the coastal, environmental and natural heritage of the Thames for the public benefit. It covers the tidal Thames from Chelsea to Shoeburyness in Essex and the Isle of Grain in Kent dealing with education, dredging, research, recreation, archaeology and fisheries, river transport, riverside development and others.

In line with TEP objectives, the activities we have undertaken to achieve our purpose are detailed below.

### **Public benefit**

The Trustees are aware of the public benefit guidance and have taken it into account when making decisions to which the guidance is relevant.

The main activities undertaken to further the charity's purposes for the public benefit include the walks and talks, conferences and facilitated Action Groups TEP hosts to improve the sustainable management of the Thames and as beneficiaries of projects developed, managed and delivered both solely by TEP and in partnership with other organisations. All of TEP's approaches, methods and knowledge are made publicly available via our website and the Roadmap for Climate Resilience which brings together socio-economic and environmental publicly available data into one, user friendly space for community and practitioner use and evidence led decision making. More details of these are given below.

We believe in open access to data and information and wherever possible we make this happen. We ensure all our resources, events and project outputs (where appropriate) are available and accessible to the public and ensure the details and opportunity to attend our events are spread throughout our network, our supporters' networks and across our media channels.

### **Events and Conferences**

Our events and conferences are open to members and non-members alike. This year we hosted several guided walks for the public as part of London Rivers Week (May) and the Totally Thames Festival (September).

### **Communication**

Thames Talk e-news, our monthly e-newsletter, keeps our members and wider network of 5,000 stakeholders in

touch with what's happening on the river. Our digital assets continue to grow in popularity and are regularly accessed. These include a virtual boat trip which maps out points of interest along the river, including human and natural history, across 50 locations covering the entire tidal Thames. The Talk of the Thames podcast interviews Thames community members from across interests and sectors to discuss interesting topics such as flood defence, seals and wildlife and archaeology. Across all our digital platforms including LinkedIn, X, Instagram and Facebook, we have just over 4.7k total followers, with regular engagement when posting.

### **Volunteers**

TEP has worked with volunteers in a wide range of activities in the past. This year we have been supported by one green finance volunteer.

### **Membership**

Our membership is made up of individuals, charities, academics, industry professionals (mainly from engineering, construction and infrastructure provision), regulatory authorities and local authorities. Our membership model is to be refreshed in 2025/26 in line with a refreshed Business Plan and will remain open to the public through an individual membership offer.

### **Forums**

TEP facilitates themed forums to provide a platform for discussion, exchange of ideas and a way to resolve issues. These Forums draw widely from TEP's work and the local community through project work and external fora but are not open to the general public as they tend to require technical or experiential knowledge and sometimes deal with commercially sensitive data. Each group is chaired by one of the member organisations and has a Terms of Reference. TEP provides the secretariat and administration. The outputs are published on the TEP website, and the general public can contact TEP at any time about any of the work we do through these fora. We currently organise the following groups:

- Dredging Liaison Group, set up to enable a focused knowledge exchange platform for dredging operators, consultancies, regulatory authorities, researchers, port operators and commercial fishermen to be able to discuss relevant issues, latest technology and upcoming opportunities for collaborative research. This is our longest running forum and consistently well attended with usually around 20 attendees from a forum membership list of 60. Discussion and output inform our work on commercial fisheries and intertidal habitat creation.
- National Trails Thames Path Tidal Group, set up in response to the gap in strategic management of the Thames Path in the tidal Thames area. This is a small group consisting of NGOs, regional representatives of the National Trails Management Group (who manage the Thames Path upstream of Teddington) and Natural England (who are designating the England Coastal Path which will join up with the Thames Path at Woolwich). Attendance is always 100% due to the small size and we represent the tidal Thames Path at the wider regional meetings. Discussion and outputs inform our work on riverside development, marine planning, public access and recreation.

## **ACHIEVEMENTS AND PERFORMANCE**

### **Delivery of projects**

TEP has continued to deliver projects that meet our charitable objectives including:

- Joint Thames Strategy – In response to increasing flood risk from climate change, the Joint Thames Strategy provides a "handbook for change" from Surrey to the Sea. It aligns five local Thames Strategies into one cohesive vision, embedding the Environment Agency's Thames Estuary 2100 Riverside Strategy approach and being delivered by an overarching Thames Strategy Partnership (TSP). By working collaboratively, the TSP empowers local communities and authorities to integrate enhanced flood resilience with wider benefits —creating a more vibrant, accessible, biodiverse and economically robust Thames for future generations. As these are co-developed with Local Authorities and communities, the JTS provides a unique opportunity to engage inclusively with

riverside communities and enable the delivery of social and environmental benefits through adoption into the Local Plan and the Mayor's London Plan. This will be the lever that communities and Local Authorities need to ensure investment from economic and development activity whilst ensuring climate resilience into the future.

- Estuary Edges - Estuary Edges are soft-engineered designs retrofitted into hard flood defences to create intertidal habitat within the urban estuary margins. This is an ongoing project to promote the use of the [Estuary Edges Guidance for Developers](#) and embed the approach into the planning system. In 2024/25, the project was mostly dormant due to lack of funds and changes in funder's funding streams. However, we continued to develop student training and conducted fish surveys in three sites with partners and post-graduate UCL students. We also supported the development of a PhD proposal based on fish utilisation of urban and coastal engineered and restored sites. The successful PhD candidate is a TEP employee, who reduced her time to 0.2 FTE at TEP and aligns her Estuary Edges work with the PhD, benefitting both new research and TEP knowledge.
- The Roadmap to Climate Resilience is our GIS platform to enable integrated data management across open access socio-economic and environmental data, including climate data. This evolved from the previously completed [Greater Thames Estuary Fish Migration Roadmap project](#), a mapping tool that visualises data of barriers to fish passage and other land use data for better place-based, community-led local decision making for river restoration. In 2024/25, we finalised collation of data and recruited a new GIS and Data Manager who designed and built the user-friendly platform to support intertidal/coastal and landward riverside habitat restoration and community-led development. By integrating data across the land/sea interface we can work with communities to co-develop a coastal habitat restoration plan (inclusive of Estuary Edges above and community access and training needs) for the whole Thames Estuary and support the identification and agreement of areas that can either be restored or enhanced. We will be demonstrating this to key partners and offering the platform for use in partner projects to evolve the site and make adjustments according to use and need. TEP will also increasingly use this platform to underpin our programme of work and be utilised by stakeholders and communities into the future e.g. JTS. We continue to support others in their data management and keep the Fish Migration Roadmap updated with data from partners.
- The Thames Evolving Foreshore Project, led by Thames21, set out to develop a public science approach to monitoring erosion and accretion of the Thames foreshore at key sites where flood defences could be undermined. In 2024/25, TEP is part of the project partnership leading on the GIS story map for public communications.
- [Fish Local](#) set out to identify underutilised commercial fish species that can be caught across the Kent and Essex district which are mostly overlooked or less valued and look at ways to better promote and remarket them. This in turn creates demand for locally caught fish, improving the price and benefiting small-scale commercial fishers. Herring was identified as the best species to take forward into a rebranding exercise and marketing strategy development. In 2024/25, preparation for the next fishing season to sample herring for genetic evaluation and potential scientific reclassification got underway. As well as continued work with the industry to develop local market networks and increase the sale value of local herring. This has included supporting a young fisherman into the industry and establish a new business.
- Coastal Partnerships Network (CPN) is a national network connecting 55 Coastal, Estuary and Marine Partnerships (CEMPs) similar to TEP around the UK. We support the CPN nationally in several ways (see below) and we drive forward the regional and local delivery as the local CEMP in the Thames. In 2024/25 TEP led on a fifth stage of strategic development to strengthen and professionalise the CPN with funding from the Environment Agency:
  - Championing Coastal Coordination (3Cs) is an Environment Agency funded initiative seeking to explore how to enhance and progress coordination for coastal sustainability and resilience in England. The development of a National Framework for Coastal Coordination and supporting collaborative platforms (Coastal Coordination Hub and Coastal Data Hub) was progressed with further funding secured for Development Phase 3 and delivered again in tight timelines. A Coastal Coordination Hub was designed and built ready for population in 2025/26. We continue to develop a Building Capacity Programme within

this workstream and develop a peer-to-peer learning network of CEMP Officers supporting each other in learning and building key hard and soft skills.

- Most notably, the CPN achieved Charitable Incorporated Organisation status in June 2024 and a transition programme got underway to establish its governance, policies and financial management processes to enable independence from TEP by April 2026.
- The Catchment Based Approach (CaBA) is an inclusive, civil society-led initiative that works in partnership with Government, Local Authorities, Water Companies, businesses and more, to maximise the natural value of our environment. Led by The Rivers Trust, CaBA operates nine National Working Groups underpinning the work of a National Steering Group. TEP co-hosts the local Catchment Partnership for the Tidal Thames with Thames21 and collaborates with the national Rivers Trust on the 3Cs project for a catchment to coast approach across catchments enabling collaboration between CEMPs and Catchment Partnerships around England.

## FINANCIAL REVIEW

During the year ended 31 March 2025, total income was 2025: £841,504 (2024: £660,361) and total expenditure was 2025: £866,228 (2024: £640,553). The net expenditure was 2025: £24,723 (2024: net income of £19,808).

### Reserves review including policy

The Trustees have a policy of having a reserve of funds which will cover redundancy, three months of core costs and close down costs, which are estimated to be £81,661. The reserves which stood at £92,667 at the year-end are close to the required level.

### Going concern

The Board of Trustees is of the opinion that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties regarding the charity's ability to do so.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the charity is exposed, in particular those risks related to the investment strategy - these are included, with mitigating actions, in each iteration of the *Business plan* as well are reviewed regularly at board meetings. They are satisfied that adequate procedures are in place to mitigate exposure to these risks, although it is recognised that systems can only provide reasonable, not absolute, assurance. They have identified the following top 4 risks:

Risk identified	Action taken to mitigate the risk
Internal control risks	Structured procedures for authorisation of all transactions and projects
Income generation	To promote the Trust and encourage donations via the website and Membership
Objectives	Regularly review the impact of the Trust
Staff Retention/Change	To ensure all knowledge is curated and archived and staff report regularly on activity to ensure no knowledge is lost.

### Related parties and relationships with other organisations

TEP receives core funding from Thames Water and Essex County Council and therefore works closely with these organisations to achieve sustainability for the Thames.

TEP receives substantial project funding from the Environment Agency.

There were no other related party transactions during the year (2025: £Nil) and there are no balances outstanding with any related parties at the Balance sheet date (2025: £Nil)

### Key management personnel

The Board of Trustees and the senior management team comprise the key management personnel responsible for the operation of the charity on a day-to-day basis. No Trustee or Director received remuneration. Details of directors' expenses and related party transactions are disclosed in notes 5 and 9 on the accounts.

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then applied them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Members

The company is limited by guarantee, and the liability of its members is limited to £1. The total number of such guarantees at 31<sup>st</sup> March 2025 was 3. The Trustees are members of the Charity, with voting rights, but they have no beneficial interest in the charity.



.....  
Jonathan Whitby, Treasurer

Date: 28 January 2026

**REPORT TO THE TRUSTEES OF THAMES ESTUARY PARTNERSHIP**

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I report to the Trustees on my examination of the accounts of Thames Estuary Partnership for the year ended 31 March 2025 which are set out on pages 10 – 21.

**Respective responsibilities of Trustees and examiner**

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 (“the 2006 Act”). The Trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company’s accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed the requirements of the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner’s statement**

Since the charity’s income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a ‘true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Richard Weaver FCA  
HaysMac LLP  
10 Queen Street Place  
London  
EC4R 1AG

Date: 30 January 2026

**THAMES ESTUARY PARTNERSHIP**

**STATEMENT OF FINANCIAL ACTIVITIES**

(Incorporating an Income and Expenditure Account)

**FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>Income from:</b>					
Charitable activities	3	24,187	817,316	841,503	660,360
Other trading activities		-	-	-	-
Investment income		1	-	1	1
Other income		-	-	-	-
<b>Total income</b>		<u>24,188</u>	<u>817,316</u>	<u>841,504</u>	<u>660,361</u>
<b>Expenditure on:</b>					
Raising funds		-	-	-	-
Charitable activities	4	104,787	-	104,787	90,003
Projects	4	-	761,441	761,441	550,550
<b>Total expenditure</b>		<u>104,787</u>	<u>761,441</u>	<u>866,228</u>	<u>640,553</u>
<b>Net income / (expenditure) for the year</b>		<u>(80,599)</u>	<u>55,875</u>	<u>(24,724)</u>	<u>19,808</u>
Transfers between funds		81,446	(81,446)	-	-
<b>Net movement in funds</b>		<u>847</u>	<u>(25,571)</u>	<u>(24,724)</u>	<u>19,808</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		91,820	100,796	192,616	172,808
<b>Total funds carried forward</b>		<u>92,667</u>	<u>75,225</u>	<u>167,892</u>	<u>192,616</u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

# THAMES ESTUARY PARTNERSHIP

## BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
<b>CURRENT ASSETS</b>					
Debtors	7	198,548		433,351	
Cash at bank and in hand		70,639		34,538	
		<u>269,187</u>		<u>467,889</u>	
<b>CREDITORS: amounts falling due within one year</b>	8	<u>(101,295)</u>		<u>(275,273)</u>	
<b>NET CURRENT ASSETS</b>			167,892		192,616
<b>TOTAL NET ASSETS</b>			<u>167,892</u>		<u>192,616</u>
<b>FUNDS</b>					
	10				
Restricted funds			75,225		100,796
Unrestricted funds			92,667		91,820
<b>TOTAL FUNDS</b>			<u>167,892</u>		<u>192,616</u>

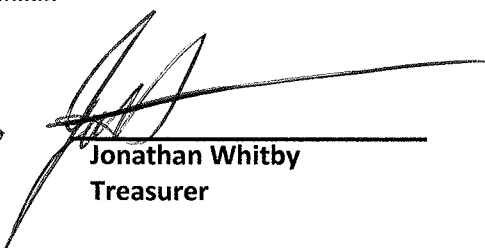
For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees on 28 January 2026

And signed on their behalf by:

  
Roger De Freitas  
Trustee

  
Jonathan Whitby  
Treasurer

Company registration no. 3807387

The attached notes form part of the financial statements.

**1. Accounting policies**

**a) Basis of preparation**

The Thames Estuary Partnership is a registered Charity (no 1083199) and a Company Limited by Guarantee (no: 03807387). Registered office: UCL (University College London), 26 Bedford Way, London WC1H 0AP. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 -(Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**b) Going concern**

The accounts are approved during a period where there remains a residual impact on the Charity from the previous financial year due to the COVID-19 virus; consequently, the TEP membership dropped, and core income reduced. At a time when grant funding remains stationary, global events have resulted in sudden increases to costs. The Charity has taken appropriate and swift action to balance operating costs to meet income received, considering risks through its normal risk management processes and mitigating actions both already taken and available to be taken. As such, the Trustees consider it appropriate for the going concern to be adopted for these accounts. The financial statements do not include the adjustments that would result if the charity were unable to continue as a going concern.

**c) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**Accounting policies (continued)**

**d) Donations of gifts, services, and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the charitable purposes. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

The Company is not registered for VAT and expenses inflated by VAT cannot be recovered. VAT is charged as a cost against the activity for which the expenditure was incurred.

**h) 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 Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**Accounting policies (continued)**

**i) Debtor**

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

**j) Cash at bank and in hand**

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

**k) 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.

**l) Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the trustee's best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The trustees do not consider there to be any estimates and judgements.

**m) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**2 Comparative Statement of Financial Activities 2024**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2024 £</b>
<b>Income from:</b>			
Charitable activities	25,529	634,831	660,360
Other trading activities	-	-	-
Investment income	1	-	1
Other income	-	-	-
<b>Total income</b>	<u>25,530</u>	<u>634,831</u>	<u>660,361</u>
<b>Expenditure on:</b>			
Raising funds	-	-	-
Charitable activities	90,003	-	90,003
Projects	-	550,550	550,550
<b>Total expenditure</b>	<u>90,003</u>	<u>550,550</u>	<u>640,553</u>
<b>Net income / (expenditure) for the year</b>	(64,473)	84,281	19,808
Transfers between funds	64,539	(64,539)	-
<b>Net movement in funds</b>	66	19,742	19,808
<b>Reconciliation of funds:</b>			
Total funds brought forward	91,754	81,054	172,808
<b>Total funds carried forward</b>	<u>91,820</u>	<u>100,796</u>	<u>192,616</u>

**3 Income from charitable activities**

	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>Total 2025 £</b>	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>Total 2024 £</b>
Core funding	24,187	-	24,187	25,529	-	25,529
Project funding	-	817,316	817,316	-	634,831	634,831
<b>Total income from charitable activities</b>	<u>24,187</u>	<u>817,316</u>	<u>841,503</u>	<u>25,529</u>	<u>634,831</u>	<u>660,360</u>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**4 Analysis of expenditure**

	Charitable activities			Governance Costs	Total 2025
	Project		Support costs		
	£	£	£		
Staff costs	248,622	-	63,941	3,536	316,099
Other project costs	512,819	-	-	-	512,819
Office costs	-	-	11,803	-	11,803
Finance	-	-	1,320	-	1,320
Other staff costs	-	-	9,450	-	9,450
Governance costs	-	-	-	14,737	14,737
<b>Total</b>	<b>761,441</b>	<b>-</b>	<b>86,514</b>	<b>18,273</b>	<b>866,228</b>
Support costs	-	86,514	(86,514)	-	-
Governance costs	-	18,273	-	(18,273)	-
<b>Total expenditure 2025</b>	<b>761,441</b>	<b>104,787</b>	<b>-</b>	<b>-</b>	<b>866,228</b>

**Charitable activities 2024**

	Charitable activities 2024			Governance Costs	Total 2024
	Project		Support costs		
	£	£	£		
Staff costs	225,711	-	49,674	3,657	279,043
Other project costs	324,839	-	-	-	324,839
Office costs	-	-	10,052	-	10,052
Finance	-	-	2,582	-	2,582
Other staff costs	-	-	20,424	-	20,424
Governance costs	-	-	-	3,613	3,613
<b>Total</b>	<b>550,550</b>	<b>-</b>	<b>82,733</b>	<b>7,270</b>	<b>640,553</b>
Support costs	-	82,733	(82,733)	-	-
Governance costs	-	7,270	-	(7,270)	-
<b>Total expenditure 2023</b>	<b>550,550</b>	<b>90,003</b>	<b>-</b>	<b>-</b>	<b>640,553</b>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Salaries and wages	288,808	264,404
Social security costs	27,291	14,639
	<u>316,099</u>	<u>279,043</u>

No employees received employee benefit (excluding employer pension) during the year.

The total employee benefits including pension contributions of the key management personnel were £84,866 (2024: £70,652).

The charity Trustees were not paid nor received any other benefits from employment with the Trust in the year (2024: £Nil) They were not reimbursed expenses during the year (2024: £Nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £Nil).

**Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
Charitable activities	9	6
	=====	=====

There was 1 employee with emoluments above £60,000 (2023: £60,000).

Salary Band	No of employees
60,001-70,000	0
70,001-80,000	0
80,001-90,000	1

**6 Taxation**

Thames Estuary Partnership is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as they fall within the various exemptions available to registered charities.

**7 Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade debtors	61,310	340,026
Prepayments	2,252	25,796
Accrued income receivable	134,986	67,529
	<u>198,548</u>	<u>433,351</u>
	=====	=====

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8 Creditors: amounts falling due within one year**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	33,752	198,677
Taxation and social security	28,681	7,719
Other creditors	17,566	28,923
Accruals	21,296	39,954
	<u>101,295</u>	<u>275,273</u>

**9 Related Party Transactions**

In the opinion of the directors, the charitable company is not subject to overall control by any party.

All previous Charity members including Thames Water, Essex County Council, the Environment Agency, the Port of London Authority, Natural England and the Corporation of London are no longer Charity members. They are Founding Partners with whom we continue to work strategically and at arm's length and we receive funding from for core and restricted purposes. The current Charity members are independent and do not provide funding.

Details of Trustee remuneration and expenses are contained within note 5.

University College London ("UCL"), whilst not a member of the company, may be said to hold significant influence over the charitable company such as IT services and providing office accommodation to the Partnership without charge.

The company is limited by guarantee, and the liability of its members is limited to £1. The company has 4 members (2024: 4 members).

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**10 Movements in funds**

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Roadmap to Climate Resilience	10,490	62,500	(61,954)	(11,036)	-
Catchment Partnership Fund	-	15,000	(12,499)	(2,501)	-
Compass	69,645	(49,777)	(19,605)	(263)	-
L Borough of Richmond-JTS	-	319,626	(271,300)	(48,326)	-
Fish Local – Silver shore herring	18,612	105,292	(46,775)	(1,904)	75,225
Thames Offshore flood defence	2,049	6,286	(7,078)	(1,257)	-
3CS	-	349,000	(334,132)	(14,868)	-
Regenysys	-	9,389	(8,098)	(1,291)	-
<b>Total restricted funds</b>	<u>100,796</u>	<u>817,316</u>	<u>(761,441)</u>	<u>(81,446)</u>	<u>75,225</u>
<b>Unrestricted funds:</b>					
General funds	91,820	24,188	(104,787)	81,446	92,667
<b>Total unrestricted funds</b>	<u>91,820</u>	<u>24,188</u>	<u>(104,787)</u>	<u>81,446</u>	<u>92,667</u>
<b>Total funds including pension fund</b>	<u>192,616</u>	<u>841,504</u>	<u>(866,228)</u>	<u>-</u>	<u>167,892</u>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Comparison movements in funds 2024**

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Roadmap to Climate Resilience	6,150	85,000	(67,160)	(13,500)	10,490
Catchment Partnership Fund	-	12,500	(12,500)	-	-
Compass	52,476	83,586	(54,730)	(11,687)	69,645
London Borough of Richmond	-	181,921	(154,795)	(27,126)	-
Fish Local – Silver shore herring	20,095	51,324	(51,602)	(1,205)	18,612
Estuary edges	2,333	-	(2,319)	(14)	-
Thames Offshore flood defence	-	2,049	-	-	2,049
3CS	-	218,451	(207,444)	(11,007)	-
<b>Total restricted funds</b>	<b>81,054</b>	<b>634,831</b>	<b>(550,550)</b>	<b>(64,539)</b>	<b>100,796</b>
<b>Unrestricted funds:</b>					
General funds	91,754	25,530	(90,003)	64,539	91,820
<b>Total unrestricted funds</b>	<b>91,754</b>	<b>25,530</b>	<b>(90,003)</b>	<b>64,539</b>	<b>91,820</b>
<b>Total funds including pension fund</b>	<b>172,808</b>	<b>660,361</b>	<b>(640,553)</b>	<b>-</b>	<b>192,616</b>

**Purposes of restricted funds**

Each of the restricted projects to be described in more detail below and explain any transfers.

**Environment Agency - Roadmap** to Climate Resilience - to scope the evolution of the Greater Thames Fish Migration Roadmap to focus on data visualisation across the land/sea interface of the urban estuary and rural coast of the Thames Estuary to support coastal habitat restoration, urban intertidal habitat creation and landward green infrastructure along the riverside.

**Environment Agency - Catchment Partnership** - to co-host the Your Tidal Thames Catchment Partnership in collaboration with Thames21 and seek to help improve water quality and create habitat.

**Environment Agency - Estuary Edges** - to develop long term monitoring programme of ecological surveys across the Estuary Edges sites through developing postgraduate student training days and enable the engagement with developers and Local Authorities to secure more Estuary Edge sites as part of riverside development.

**Environment Agency - 3Cs** - to take forward recommendations for a National Framework for Coastal Coordination to improve the governance and coordination across the land/sea interface for the benefit of coastal communities and the marine environment.

**MMO - Fish Local** - to rebrand and improve the sales of a community identified Thames fish species to support local small-scale fishers and the wider industry and promote locally caught fish to reduce carbon emissions and support local food resilience.

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**Environment Agency** - Thames Foreshore Project - to develop a public data collection approach to monitoring foreshore erosion and accretion that could undermine flood defences at key sites along the urban Thames Estuary. Led by Thames21.

**City Bridge Trust - Blue Connections** - a pilot to develop a transferable skills training programme for young people living in deprived, diverse riverside communities utilising the in house soft and hard skills used in delivery of our projects. Aim to increase employability whilst fostering a greater connection to their local environment through showcasing how these skills are used in our environmental projects with experiential outdoor learning opportunities on the Thames.

**CGF - Compass and CPN** - strategic development of the Coastal Partnerships Network (CPN) to evolve from a volunteer-run network to a professionalised one and develop the Learning and Development programme via Compass, an online learning course covering systems change approaches and values-based approaches to communication.

**Transfers are made from the restricted fund balances to reflect overhead costs that are agreed to be paid from the funds.**

**12 Analysis of net assets between funds**

	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total 2025</b>	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Debtors	-	198,548	198,548	-	433,351	433,351
Cash and bank	75,225	(4,586)	70,639	100,796	(66,258)	34,538
Creditors	-	(101,295)	(101,295)	-	(275,273)	(275,273)
<b>Total net assets</b>	<b>75,225</b>	<b>92,667</b>	<b>167,892</b>	<b>100,796</b>	<b>91,820</b>	<b>192,616</b>

**13 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

**THAMES ESTUARY PARTNERSHIP**

England & Wales - Charity number 1083199

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# Accounts

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**THAMES ESTUARY PARTNERSHIP**

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENT**

**FOR THE YEAR ENDING 31 MARCH 2024**

**Charity No: 1083199**

**Company No: 03807387**

<b>CONTENTS</b>	<b>Pages</b>
Legal and administrative information	1
Trustees' report	2 – 8
Independent examiner's report	9
Statement of financial activities	10
Balance sheet	11
Notes forming part of the financial statements	12 - 21

**REFERENCE AND ADMINISTRATIVE INFORMATION****FOR THE YEAR ENDING 31 MARCH 2024**

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**TRUSTEES AND DIRECTORS**

Victoria Borwick	Independent Chair	Chair, Director and Trustee
Robert Hill	Independent Trustee	Director, Treasurer and Trustee
Angela Dees	Independent Trustee	Director and Trustee
Roger de Freitas	Independent Trustee	Director and Trustee

**Company Number**

3807387

**Charity Number**

1083199

**Registered Office**

Room 117, 26, Bedford Way  
London WC1H 0AP

**Company Secretary**

Amy Pryor

**Independent Examiner**

Siobhan Holmes ACA DChA  
Haysmacintyre LLP  
Chartered Accountants  
10 Queen Street Place, London EC4R 1AG

**Bankers**

Royal Bank of Scotland, Gravesend Branch, 30 King Street  
Gravesend, Kent DA12 2XX

**Solicitors**

Thompsons, Congress House, Great Russell Street London,  
WC1B 3LW

## Introduction from the Chair, Victoria Borwick

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I have great pleasure in introducing the Thames Estuary Partnership's (TEP's) **Annual Report 2024**. Since joining TEP in 2021 as Chair and Trustee, I have been very proud to be part of this charity which enables collaboration across sectors and communities, connecting ideas, people and organisations to find solutions for a resilient, sustainable and prosperous Thames Estuary.

For over 20 years, TEP has been at the forefront of driving key partnerships and projects as well as being a 'knowledge hub' for the Thames Estuary. Climate change, environmental degradation and a growing population are key challenges London, Essex and Kent faces and there is a strong need for building stronger cross-sector partnerships to tackle these collaboratively. Many Thames Estuary riverside communities are amongst the most ethnically diverse, economically deprived and underserved communities in the South East and need improved access to nature, together with skills and job opportunities, to boost socio-economic resilience and maximise health and wellbeing. TEP is building Equality, Diversity and Inclusion and educational programmes to be delivered alongside our environmental efforts for a more holistic approach.

Throughout 2023/24 we have continued to facilitate, lead and build upon several local and national collaborative projects. Locally we have continued to focus on the key themes of environmental enhancement and data visualisation through strategic land and seascape-scale mapping (Estuary Edges and the Roadmap to Climate Resilience), supporting local sustainable routes to market for commercial fishers (Fish Local) and working in partnership with NGOs tackling estuarine and coastal habitat restoration and water quality (Transforming the Thames, Your Tidal Thames Catchment Partnership and the Thames Evolving Foreshore Project).

In July 2023, we launched a new strategic estuary-wide project, the Joint Thames Strategies Refresh (JTSR), at an event at the House of Lords. JTSR aims to update and improve the three existing Joint Thames Strategies (supplementary planning guidance in the London Plan) and create new ones where none exist. These strategies, agreed with local communities and between riverside and coastal boroughs, provide a good sub-regional context in which decisions relating to the planning and management of the river can be set. Each strategy covers a characteristic stretch of the Thames Estuary, linking boroughs across and along the river. Working in partnership with the Thames Landscape Strategy Weybridge to Kew, Thames Strategy Kew to Chelsea, lead partner London Borough of Richmond upon Thames and the Environment Agency, this presents an exciting opportunity to address nature and socio-economic needs alongside flood defence needs ([TE2100](#)) into riverside planning processes via Local Plans. Working collaboratively on strategies enables each area to build their individual policies while having the support of the entire network for tackling shared challenges.

From July 2023, TEP carried out estuary-wide engagement with London Borough Councils to record their needs, priorities, and co-design the business case and approach. This business case will be reviewed by the funding body, the Thames Regional Flood and Coastal Committee, in July 2024 to release further funding for a large-scale two-year engagement plan that will incorporate all voices from across the public, business, NGOs and communities and help shape the future of their riverside locally and regionally.

Nationally, we have continued to drive forward the development of the UK Coastal Partnerships Network (CPN) to support knowledge exchange between 55 Coastal, Estuary and Marine Partnerships (CEMPs) similar to TEP, supporting local delivery of the Levelling-up Act and targets set out in the UK Environmental Improvement Plan in coastal communities. TEP has led on multiple national level projects through the CPN, including developing a new Learning and Development Programme for CEMP Officers and estuarine/marine practitioners (Compass), supporting delivery of the Environment Agency's Restoring Meadows Marsh and Reef (ReMeMaRe) initiative (coastal and estuarine habitat restoration) and leading the development of a new cross-sector National Framework for Championing Coastal Coordination (NFCC). All national work informs and is reflected in our practice locally as the CEMP for the Thames Estuary. Through this work, we are also growing our knowledge and expertise in the field of blue and green finance, natural capital and social impact, with the ambition to test and trial investable business models that will support accelerated environmental enhancement and improve the social impact of CEMPs. All this work has been delivered in partnership with our stakeholders and members at national,

regional and local scales. The outputs have been disseminated out across our communication channels and are in the public realm for all to benefit from.

Moving forward we intend to build on this work locally, regionally and nationally and are in the process of revising our charitable objectives to reflect the national connection and impact and public benefit of our work. Many of the projects summarised above (with detail in the body of the report below) will continue to evolve and grow with support from our funders, partners and communities.

Our core funders, key stakeholders and project partners, continue to show their belief in the value of TEP. I am grateful to all of them for the support they have provided the charity. On behalf of the Trustees, I thank Heather, Amy and the TEP team for all the hard work this year and their continued leadership.

I commend this Annual Report for your approval.



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Victoria Borwick (Chair - Thames Estuary Partnership)

The Trustees, who are also directors under company law, present their report and financial statements for the year ending 31 March 2024.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102 (Second Edition).

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Constitution**

The Charity was set up by a Memorandum of Association. Thames Estuary Partnership Ltd (referred to as "TEP") is a Company Limited by Guarantee and was registered on 9<sup>th</sup> July 1999. The Company Number is 3807387.

It is governed by Memorandum and Articles of Association and became a registered charity, called Thames Estuary Partnership, on 6 November 2000. The charity registration number is 1083199.

### **Method of appointment or election of Trustees**

The management of the charity is the responsibility of the Trustees who are elected or co-opted under the terms of the Memorandum and Articles of Association.

### **Objectives and activities**

The partnership was established to conserve, protect and maintain the coastal, environmental and natural heritage of the Thames for the public benefit. It covers the tidal Thames from Chelsea to Shoeburyness in Essex and the Isle of Grain in Kent dealing with education, dredging, research, recreation, archaeology and fisheries, river transport, riverside development and others.

In line with TEP objectives, the activities we have undertaken to achieve our purpose are detailed below.

### **Public benefit**

The Trustees are aware of the public benefit guidance and have taken it into account when making decisions to which the guidance is relevant.

The main activities undertaken to further the charity's purposes for the public benefit include the walks and talks, conferences and facilitated Action Groups TEP hosts to improve the sustainable management of the Thames and as beneficiaries of projects developed, managed and delivered both solely by TEP and in partnership with other organisations. More details of these are given below.

### **Events and Conferences**

Our events and conferences are open to members and non-members alike. This year we hosted one large thematic event in the Thames Terrace, House of Lords, to launch the business case development of a large landscape scale project – The Joint Thames Strategy Refresh Project - in association with partners London Borough of Richmond upon Thames, Thames Landscape Strategy and Thames Strategy Kew to Chelsea. This is an important project seeking to refresh the three existing Joint Thames Strategies and co-create two new ones across the Thames Estuary where there are currently none. These strategies act as Supplementary Planning Guidance in the London Plan and provide the guidance for how to design and develop the riverside in a sustainable and integrated way, with a particular focus on flood defence and climate resilience for people and nature. More detail on this can be found in the project overview below. We also hosted several guided walks for the public as part of London Rivers Week (May) and the Totally Thames Festival (September).

## Communication

Thames Talk e-news, our monthly e-newsletter, keeps our members and wider network of 5,000 stakeholders in touch with what's happening on the river. Our digital assets continue to grow in popularity and are regularly accessed. These include a virtual boat trip which maps out points of interest along the river, including human and natural history, across 50 locations covering the entire tidal Thames. The Talk of the Thames podcast interviews Thames community members from across interests and sectors to discuss interesting topics such as flood defence, seals and wildlife and archaeology. Across all our digital platforms including LinkedIn, X, Instagram and Facebook, we have just over 4.7k total followers, with regular engagement when posting.

We believe in open access to data and information and wherever possible we make this happen. We ensure all our resources, events and project outputs (where appropriate) are available and accessible to the public and ensure the details and opportunity to attend our events are spread throughout our network, our supporters' networks and across our media channels.

## Volunteers

TEP has worked with volunteers in a wide range of activities in the past. This year we have not been supported by volunteers due to the nature of this year's work.

## Membership

Our membership is made up of individuals, charities, academics, industry professionals mainly from engineering, construction and infrastructure provision, regulatory authorities and local authorities. Membership is open to the public through the individual membership offer.

## Forums

TEP facilitates themed forums to provide a platform for discussion, exchange of ideas and a way to resolve issues. These Forums draw widely from TEP's work and the local community through project work and external fora but are not open to the general public, as they tend to require technical or experiential knowledge and sometimes deal with commercially sensitive data. Each group is chaired by one of the member organisations and has a Terms of Reference. TEP provides the secretariat and administration. The outputs are published on the TEP website and the general public can contact TEP at any time about any of the work we do through these fora. We currently organise the following groups:

- Dredging Liaison Group - set up to enable a focused knowledge exchange platform for dredging operators, consultancies, regulatory authorities, researchers, port operators and commercial fishermen to be able to discuss relevant issues, latest technology and upcoming opportunities for collaborative research. This is our longest running forum and consistently well attended with usually around 20 attendees from a forum membership list of 60. Discussion and output inform our work on commercial fisheries and intertidal habitat creation.
- National Trails Thames Path Tidal Group - set up in response to the gap in strategic management of the Thames Path in the tidal Thames area. This is a small group consisting of personnel from NGOs, regional representatives of the National Trails Management Group (who manage the Thames Path upstream of Teddington) and Natural England (who are designating the England Coastal Path which will join up with the Thames Path at Woolwich). Attendance is always 100% due to the small size and we represent the tidal Thames Path at the wider regional meetings. Discussion and outputs inform our work on riverside development, marine planning, public access and recreation.

## ACHIEVEMENTS AND PERFORMANCE

### Delivery of projects

TEP has continued to deliver projects that meet our charitable objectives:

- **Estuary Edges** are soft-engineered designs retrofitted into hard flood defences to create intertidal habitat within the urban estuary margins. This an ongoing project to promote the use of the [Estuary Edges Guidance for Developers](#) and embed the approach into the planning system. In 2023/24 the project focused on co-developing a five- year business case with Medway Council for a 'concept to completion' approach and researching funding opportunities to support this. Through this approach we can understand each stage of the journey to developing and delivering more Estuary Edges. We also continued to develop student training and conducted fish surveys in three sites with partners and post graduate UCL students.
- The **Roadmap to Climate Resilience** launched in April 2023. This evolved from the previously completed [Greater Thames Estuary Fish Migration Roadmap project](#), a mapping tool that visualises data of barriers to fish passage and other land use data for better place-based, community-led local decision making for river restoration. In 2023/24, we collated all the available climate change data and environmental data in the public realm to support intertidal/coastal and landward riverside habitat restoration. By integrating data across the land/sea interface we can work with communities to co-develop a coastal habitat restoration plan (inclusive of Estuary Edges above) for the whole Thames Estuary and support the identification and agreement of areas that can either be restored or enhanced. We continue to support others in their data management and keep the Fish Migration Roadmap updated with data from partners.
- The **Thames Foreshore Project**, led by Thames21, set out to develop a public science approach to monitoring erosion and accretion of the Thames foreshore at key sites where flood defences could be undermined. In 2023/24, TEP is part of the project partnership leading on the production of a story map for public communications. A long-term project is being developed for further funding and launch of the public science approach.
- **Fish Local** set out to identify underutilised commercial fish species that can be caught across the Kent and Essex district which are mostly overlooked or less valued and look at ways to better promote and remarket them. This in turn creates demand for locally caught fish, improving the price and benefiting small-scale commercial fishers. Herring was identified as the best species to take forward into a rebranding exercise and marketing strategy development. In 2023/24, the engagement programme rolled out across the hospitality sector alongside educational activities with schools and catering schools. Follow-on funding was sought to work with scientific government organisation Cefas on analysis of the genetic difference between local herring and North Sea herring to prove it is a geographically distinct species. However, the funding stream supporting this project closed early and therefore the proposal is now being deliberated for next financial year. This research will potentially boost sales further and provide local communities with additional value. Further market development will be undertaken alongside the development of a species-specific management plan with the Kent and Essex Inshore Fisheries and Conservation Authority.
- **Coastal Partnerships Network (CPN)** is a national volunteer-run network connecting 55 Coastal, Estuary and Marine Partnerships (CEMPs), similar to TEP, around the UK. We support the CPN nationally in several ways (see below) and we drive forward the regional and local delivery as the local CEMP in the Thames. In 2023/24, TEP led on a fourth stage of strategic development to strengthen and professionalise the CPN with funding from the Calouste Gulbenkian Foundation and the Environment Agency:
  - Championing Coastal Coordination (3Cs) is an Environment Agency funded initiative seeking to explore how to enhance and progress coordination for coastal sustainability and resilience in England. The development of a National Framework for Coastal Coordination and supporting collaborative platforms (Coastal Coordination Hub and Coastal Data Hub) was progressed with further funding secured for

- Development Phase 2 and delivered again in tight timelines. Widespread consultation took place to design the technical specifications and content needs of both the platforms, policy mapping across the land/sea interface took place and plans for the final phase of development funding to enable the launch of the Framework by March 2025. Three Regional and two Local Demonstration Projects were delivered by local CEMPs to bring regional and local perspectives into the national development plans and improve coordination in their region and locality. This initiative will continue into a final Development Phase 3 next financial year to deliver and launch the Framework and its component parts.
- The Learning and Development Programme part funded through 3Cs (above) and the Calouste Gulbenkian Foundation. The main focus of this project was delivering a third round of [Compass - an online course for coastal and marine professionals](#), applying systems change and values-based learning from the Marine CoLABoration. We continue to develop and align Compass with the 3Cs project as part of a Building Capacity Strand including a peer-to-peer learning network of CEMP Officers supporting each other in learning and building key hard and soft skills.
  - [The Catchment Based Approach \(CaBA\)](#) is an inclusive, civil society-led initiative that works in partnership with Government, Local Authorities, Water Companies, businesses and more, to maximise the natural value of our environment. Led by The Rivers Trust, CaBA operates nine National Working Groups underpinning the work of a National Steering Group. TEP co-hosts the local Catchment Partnership for the Tidal Thames with Thames21 and collaborates with the national Rivers Trust on the 3Cs project for a catchment to coast approach across catchments enabling collaboration between CEMPs and Catchment Partnerships around England.

## FINANCIAL REVIEW

During the year ended 31 March 2024, total income was 2024: £660,361 (2023: £645,498) and total expenditure was 2024: £640,553 (2023: £564,719). The net expenditure was 2024: £19,808 (2023: £80,935).

### Reserves review including policy

The Trustees have a policy of having a reserve of funds which will cover redundancy and three months of core costs, which are estimated to be £86,133. The reserves are at the required level.

### Going concern

The Board of Trustees is of the opinion that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties regarding the charity's ability to do so.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the charity is exposed, in particular those risks related to the investment strategy - these are included, with mitigating actions, in each iteration of the *Business plan* as well as reviewed regularly at board meetings. They are satisfied that adequate procedures are in place to mitigate exposure to these risks, although it is recognised that systems can only provide reasonable, not absolute, assurance. They have identified the following top 4 risks:

Risk identified	Action taken to mitigate the risk
Internal control risks	Structured procedures for authorisation of all transactions and projects
Income generation	To promote the Trust and encourage donations via the website and Membership
Objectives	Regularly review the impact of the Trust
Staff Retention/Change	To ensure all knowledge is curated and archived and staff report regularly on activity to ensure no knowledge is lost.

### Related parties and relationships with other organisations

TEP receives core funding from Thames Water and Essex County Council and therefore works closely with these organisations to achieve sustainability for the Thames.

TEP receives substantial project funding from the Environment Agency.

There were no other related party transactions during the year (2024: £Nil) and there are no balances outstanding with any related parties at the Balance sheet date (2024: £Nil)

### Key management personnel

The Board of Trustees and the senior management team comprise the key management personnel responsible for the operation of the charity on a day-to-day basis. No Trustee or Director received remuneration. Details of directors' expenses and related party transactions are disclosed in notes 5 and 9 on the accounts.

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Selected suitable accounting policies and then applied them consistently;
- Observed the methods and principles in the Charities SORP;
- Made judgments and estimates that are reasonable and prudent;
- Stated whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepared the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have kept proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and this has enabled them to ensure that the financial statements comply with the Companies Act 2006. They have safeguarded the assets of the charitable company and hence took reasonable steps for the prevention and detection of fraud and other irregularities. The company is limited by guarantee, and the liability of each member is limited to £1. The total number of such guarantees on 31<sup>st</sup> March 2024 was 4. The Trustees are members of the Charity, with voting rights, but they have no beneficial interest in the charity.



.....  
Robert Hill, Interim Treasurer

Date: 4 November 2024

**REPORT TO THE TRUSTEES OF THAMES ESTUARY PARTNERSHIP**

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I report to the Trustees on my examination of the accounts of Thames Estuary Partnership for the year ended 31 March 2024 which are set out on pages 12 – 21.

**Respective responsibilities of Trustees and examiner**

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 (“the 2006 Act”). The Trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company’s accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed the requirements of the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner’s statement**

Since the charity’s income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act;  
or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a ‘true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Siobhan Holmes ACA DChA  
Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

Date: 4 November 2024

**THAMES ESTUARY PARTNERSHIP**

**STATEMENT OF FINANCIAL ACTIVITIES**

(Incorporating an Income and Expenditure Account)

**FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
<b>Income from:</b>					
Charitable activities	3	25,529	634,831	660,360	645,498
Investment income		1	-	1	156
<b>Total income</b>		<u>25,530</u>	<u>634,831</u>	<u>660,361</u>	<u>645,654</u>
<b>Expenditure on:</b>					
Charitable activities	4	90,003	-	90,003	93,799
Projects	4	-	550,550	550,550	470,920
<b>Total expenditure</b>		<u>90,003</u>	<u>550,550</u>	<u>640,553</u>	<u>564,719</u>
<b>Net income / (expenditure) for the year</b>		(64,473)	84,281	19,808	80,935
Transfers between funds		64,539	(64,539)	-	-
<b>Net movement in funds</b>		66	19,742	19,808	80,935
<b>Reconciliation of funds:</b>					
Total funds brought forward		91,754	81,054	172,808	91,873
<b>Total funds carried forward</b>		<u>91,820</u>	<u>100,796</u>	<u>192,616</u>	<u>172,808</u>

All of the above results are derived from continuing activities.  
 There were no other recognised gains or losses other than those stated above.  
 The attached notes form part of these financial statements.

**THAMES ESTUARY PARTNERSHIP****BALANCE SHEET****AS AT 31 MARCH 2024**

	Notes	2024 £	2024 £	2023 £	2023 £
<b>CURRENT ASSETS</b>					
Debtors	7	433,351		98,856	
Cash at bank and in hand		34,538		357,201	
		<u>467,889</u>		<u>456,057</u>	
<b>CREDITORS:</b> amounts falling due within one year	8	<u>(275,273)</u>		<u>(283,249)</u>	
<b>NET CURRENT ASSETS</b>			<u>192,616</u>		<u>172,808</u>
<b>TOTAL NET ASSETS</b>			<u><u>192,616</u></u>		<u><u>172,808</u></u>
<b>FUNDS</b>					
	10				
Restricted funds			100,796		81,054
Unrestricted funds			91,820		91,754
<b>TOTAL FUNDS</b>			<u><u>192,616</u></u>		<u><u>172,808</u></u>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the Trustees on .....  
 And signed on their behalf by:

*Victoria Borwick*

**Victoria Borwick**  
Trustee

*R. Hill*

**Robert Hill**  
Treasurer

**Company registration no. 3807387**

The attached notes form part of the financial statements.

# THAMES ESTUARY PARTNERSHIP

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2024

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#### **1. Accounting policies**

##### **a) Basis of preparation**

The Thames Estuary Partnership is a registered Charity (no 1083199) and a Company Limited by Guarantee (no: 03807387). Registered office: UCL (University College London), 26 Bedford Way, London WC1H 0AP. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The financial statements are presented in UK Sterling, which is the Charity's functional currency, and rounded to the nearest pound.

##### **b) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

##### **c) Donations of gifts, services, and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

##### **d) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

## THAMES ESTUARY PARTNERSHIP

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2024

##### Accounting policies (continued)

##### e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the charitable purposes. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

##### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

The Company is not registered for VAT and expenses inflated by VAT cannot be recovered. VAT is charged as a cost against the activity for which the expenditure was incurred.

##### g) 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 Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

##### h) Debtor

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

##### i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short 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) Estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors. The trustees do not consider there to be any estimates and judgements but rather the accounts were based on actual figures.

## THAMES ESTUARY PARTNERSHIP

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2024

##### Accounting policies (continued)

##### l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**2 Comparative Statement of Financial Activities 2023**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2023 £</b>
<b>Income from:</b>			
Charitable activities	29,558	615,940	645,498
Other trading activities	-	-	-
Investment income	156	-	156
Other income	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total income</b>	<u>29,714</u>	<u>615,940</u>	<u>645,654</u>
<b>Expenditure on:</b>			
Raising funds	-	-	-
Charitable activities	93,799	-	93,799
Projects	-	470,920	470,920
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total expenditure</b>	<u>93,799</u>	<u>470,920</u>	<u>564,719</u>
<b>Net income / (expenditure) for the year</b>	<u>(64,085)</u>	<u>145,020</u>	<u>80,935</u>
Transfers between funds	71,392	(71,392)	-
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Net movement in funds</b>	<u>7,307</u>	<u>73,628</u>	<u>80,935</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward	84,447	7,426	91,873
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total funds carried forward</b>	<u>91,754</u>	<u>81,054</u>	<u>172,808</u>

**3 Income from charitable activities**

	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>Total 2024 £</b>	<b>Unrestricted £</b>	<b>Restricted £</b>	<b>Total 2023 £</b>
Core funding	25,529	-	25,529	29,558	-	29,558
Project funding	-	634,831	634,831	-	615,940	615,940
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total income from charitable activities</b>	<u>25,529</u>	<u>634,831</u>	<u>660,360</u>	<u>29,558</u>	<u>615,940</u>	<u>645,498</u>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**4 Analysis of expenditure**

	Charitable activities			Governance Costs	Total 2024
	Project		Support costs		
	£	£	£		
Staff costs	225,711	-	49,674	3,657	279,043
Other project costs	324,839	-	-	-	324,839
Office costs	-	-	10,052	-	10,052
Finance	-	-	2,582	-	2,582
Other staff costs	-	-	20,424	-	20,424
Governance costs	-	-	-	3,613	3,613
<b>Total</b>	<b>550,550</b>	<b>-</b>	<b>84,960</b>	<b>7,270</b>	<b>640,553</b>
Support costs	-	82,733	(82,733)	-	-
Governance costs	-	7,270	-	(7,270)	-
<b>Total expenditure 2024</b>	<b>550,550</b>	<b>90,003</b>	<b>-</b>	<b>-</b>	<b>640,553</b>

Charitable activities 2023

	Charitable activities 2023			Governance Costs	Total 2023
	Project		Support costs		
	£	£	£		
Staff costs	174,503	-	69,693	5,226	249,422
Other project costs	296,417	-	-	-	296,417
Office costs	-	-	10,845	-	10,845
Finance	-	-	557	-	557
Other staff costs	-	-	3,865	-	3,865
Governance costs	-	-	-	3,613	3,613
<b>Total</b>	<b>470,920</b>	<b>-</b>	<b>84,960</b>	<b>8,839</b>	<b>564,719</b>
Support costs	-	84,960	(84,960)	-	-
Governance costs	-	8,839	-	(8,839)	-
<b>Total expenditure 2023</b>	<b>470,920</b>	<b>93,799</b>	<b>-</b>	<b>-</b>	<b>564,719</b>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Salaries and wages	264,404	230,484
Social security costs	14,639	18,938
	<u>279,043</u>	<u>249,422</u>

No employees received employee benefit (excluding employer pension) during the year.

The total employee benefits including pension contributions of the key management personnel were £70,652 (2023: £52,256).

The charity Trustees were not paid or received any other benefits from employment with the Trust in the year £Nil (2023: £Nil) They were reimbursed expenses during the year £Nil (2023: £Nil). No charity trustee received payment for professional or other services supplied to the charity £Nil (2023: £Nil).

**Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
Charitable activities	6	6
	=====	=====

There were 1 employee with emoluments above £60,000 (2023: £60,000).

- £10k - £20k – 1 employee
- £20k - £30k – 1 employee
- £30k - £40k – 2 employees
- £40k - £50k – 1 employee
- £50k - £60K – 1 employee
- £70k - £80k – 1 employee

**6 Taxation**

Thames Estuary Partnership is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as they fall within the various exemptions available to registered charities.

**7 Debtors**

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**8 Creditors: amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	198,677	223,830
Taxation and social security	7,719	10,190
Other creditors	28,923	38,867
Accruals	39,954	8,698
Credit Card	-	1,664
	<u>275,273</u>	<u>283,249</u>

**9 Related Party Transactions**

In the opinion of the directors, the charitable company is not subject to overall control by any party.

All previous Charity members including Thames Water, Essex County Council, the Environment Agency, the Port of London Authority, Natural England and the Corporation of London are no longer Charity members. They are Founding Partners with whom we continue to work strategically and at arm's length and we receive funding from for core and restricted purposes. The current Charity members are independent and do not provide funding.

Details of Trustee remuneration and expenses are contained within note 7.

University College London ("UCL"), whilst not a member of the company, may be said to hold significant influence over the charitable company such as IT services and providing office accommodation to the Partnership without charge.

The company is limited by guarantee, and the liability of its members is limited to £1. The company has 4 members (2023: 4 members).

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**10 Movements in funds**

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Roadmap to Climate Resilience	6,150	85,000	(67,160)	(13,500)	10,490
Catchment Partnership Fund	-	12,500	(12,500)	-	-
Compass	52,476	83,586	(54,730)	(11,687)	69,645
Blue connections	-	181,921	(154,795)	(27,126)	-
Fish Local – Silver shore herring	20,095	51,324	(51,602)	(1,205)	18,612
Estuary Edges	2,333	-	(2,319)	(14)	-
Thames Evolving Foreshore	-	2,049	-	-	2,049
3CS	-	218,451	(207,444)	(11,007)	-
<b>Total restricted funds</b>	<b>81,054</b>	<b>634,831</b>	<b>(550,550)</b>	<b>(64,539)</b>	<b>100,796</b>
<b>Unrestricted funds:</b>					
General funds	91,754	25,530	(90,003)	64,539	91,820
<b>Total unrestricted funds</b>	<b>91,754</b>	<b>25,530</b>	<b>(90,003)</b>	<b>64,539</b>	<b>91,820</b>
<b>Total funds including pension fund</b>	<b>172,808</b>	<b>660,361</b>	<b>(640,553)</b>	<b>-</b>	<b>192,616</b>

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**Comparison movements in funds 2023**

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Roadmap to Climate Resilience	7,425	13,560	(9,627)	(5,209)	6,149
Catchment Partnership Fund	-	24,500	(12,264)	(12,236)	-
Compass	-	118,768	(54,604)	(11,688)	52,476
Blue connections	-	70,654	(48,271)	(22,383)	-
Fish Local – Silver shore herring	-	25,652	(4,852)	(705)	20,095
Estuary Edges	-	54,962	(43,396)	(9,233)	2,333
Thames Evolving Foreshore	-	7,850	(6,280)	(1,570)	-
3CS	-	299,994	(291,626)	(8,368)	-
<b>Total restricted funds</b>	<b>7,425</b>	<b>615,940</b>	<b>(470,920)</b>	<b>(71,392)</b>	<b>81,054</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>84,447</b>	<b>29,714</b>	<b>(93,799)</b>	<b>71,392</b>	<b>91,755</b>
<b>Total unrestricted funds</b>	<b>84,447</b>	<b>29,714</b>	<b>(93,799)</b>	<b>71,392</b>	<b>91,755</b>
<b>Total funds including pension fund</b>	<b>91,873</b>	<b>645,654</b>	<b>(564,719)</b>	<b>-</b>	<b>172,808</b>

**Purposes of restricted funds**

Each of the restricted projects to be described in more detail below and explain any transfers.

**Environment Agency - Roadmap to Climate Resilience** - to scope the evolution of the Greater Thames Fish Migration Roadmap to focus on data visualisation across the land/sea interface of the urban estuary and rural coast of the Thames Estuary to support coastal habitat restoration, urban intertidal habitat creation and landward green infrastructure along the riverside.

**Environment Agency - Catchment Partnership** - to co-host the Your Tidal Thames Catchment Partnership in collaboration with Thames21 and seek to help improve water quality and create habitat.

**Environment Agency - Estuary Edges** - to develop long-term monitoring programme of ecological surveys across the Estuary Edges sites through developing postgraduate student training days and enable the engagement with developers and Local Authorities to secure more Estuary Edge sites as part of riverside development.

**Environment Agency - 3Cs** - to take forward recommendations for a National Framework for Coastal Coordination to improve the governance and coordination across the land/sea interface for the benefit of coastal communities and the marine environment.

**MMO - Fish Local** - to rebrand and improve the sales of a community identified Thames fish species to support local small-scale fishers and the wider industry and promote locally caught fish to reduce carbon emissions and support

**THAMES ESTUARY PARTNERSHIP**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

local food resilience.

**Environment Agency - Thames Foreshore Project** - to develop a public data collection approach to monitoring foreshore erosion and accretion that could undermine flood defences at key sites along the urban Thames Estuary. Led by Thames21.

**City Bridge Trust - Blue Connections** - a pilot to develop a transferable skills training programme for young people living in deprived, diverse riverside communities utilising the in house soft and hard skills used in delivery of our projects. Aim to increase employability whilst fostering a greater connection to their local environment through showcasing how these skills are used in our environmental projects with experiential outdoor learning opportunities on the Thames.

**CGF - Compass and CPN** - strategic development of the Coastal Partnerships Network (CPN) to evolve from a volunteer-run network to a professionalised one and develop the Learning and Development programme via Compass, an online learning course covering systems change approaches and values-based approaches to communication.

**Transfers of funds between restricted income and unrestricted income are completed where there has been an underspend or overspend as per grant agreements.**

**12 Analysis of net assets between funds**

	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total 2024</b>	<b>Restricted</b>	<b>Unrestricted</b>	<b>Total 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Debtors	-	433,351	433,351	-	98,856	98,856
Cash and bank	100,796	(66,258)	34,538	81,054	276,147	357,201
Creditors	-	(275,273)	(275,273)	-	(283,249)	(283,249)
<b>Total net assets</b>	<b>100,796</b>	<b>91,820</b>	<b>192,616</b>	<b>81,054</b>	<b>108,566</b>	<b>172,808</b>

**13 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

**THAMES ESTUARY PARTNERSHIP**

England & Wales - Charity number 1083199

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# Accounts

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**THAMES ESTUARY PARTNERSHIP**

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENT**

**FOR THE YEAR ENDING 31 MARCH 2023**

**Charity No: 1083199**

**Company No: 3807387**

<b>CONTENTS</b>	<b>Pages</b>
Legal and administrative information	1
Trustees' report	2 – 8
Independent examiner's report	9
Statement of financial activities	10
Balance sheet	11
Notes forming part of the financial statements	12 - 19

**REFERENCE AND ADMINISTRATIVE INFORMATION****FOR THE YEAR ENDING 31 MARCH 2023**

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**TRUSTEES AND DIRECTORS**

Victoria Borwick	Independent Chair	Chair and Trustee
Robert Hill	Independent Trustee	Director and Trustee
Angela Dees	Independent Trustee	Director and Trustee
Roger de Freitas	Independent Trustee	Director and Trustee

**Company Number**

3807387

**Charity Number**

1083199

**Registered Office**

Room 117, 26 Bedford Way  
London WC1H 0AP

**Company Secretary**

Amy Pryor

**Independent Examiners**

Siobhan Holmes  
Haysmacintyre LLP  
Chartered Accountants  
10 Queen Street Place, London, EC4R 1AG

**Bankers**

NatWest, Gravesend Branch, 30 King Street  
Gravesend, Kent DA12 2XX

**Solicitors**

Thompsons, Congress House, Great Russell Street  
London, WC1B 3L

## Introduction from the Chair, Victoria Borwick

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I have great pleasure in introducing the **Annual Report 2022 - 2023** of the Thames Estuary Partnership (TEP). As Chair and Trustee, I am very proud to be part of this charity which connects ideas, people and organisations for a resilient, sustainable and prosperous Thames Estuary. I continue to be impressed by the passion and ongoing commitment that the TEP team, Trustees, and founding member organisations have for the Estuary.

TEP remains at the forefront of shaping key partnerships and projects and being the 'knowledge hub' for the Thames Estuary, enabling the cross-sectoral exchange that only an independent organisation can do to collectively achieve Just Transition goals. Climate change, environmental degradation and a growing, diverse population are key challenges that London, Essex and Kent face. TEP provides a consistent platform for building stronger cross-sector partnerships to tackle these challenges collaboratively. To remain resilient, we have reached out beyond our immediate network for expertise, bringing our Thames network together with leaders in finance to exchange insight on how to unlock the levers of capital to fund place-based sustainable delivery. We remain committed to the key activities we have provided to our network for over twenty years: supporting communities, values-based learning and engagement, sustainable best practice, skills and training, and enabling and mapping complex interconnected human and natural systems.

Our work throughout 2022/23 reflects an ongoing need for collaboration with key partners. This year we continue to lead multiple local and national projects as well as facilitating our partners' aims by focusing on the following key themes: environmental enhancement and data visualization through strategic land and seascape scale mapping (Estuary Edges and the Greater Thames Fish Migration Roadmap); engaging developers with environmental guidance (Estuary Edges); training and skills to increase employability in deprived riverside communities (Blue Connections); and supporting local sustainable routes to market for commercial fishers (Fish Local). We continue to provide capacity and expertise to the Essex Climate Action Commission, which is comprised of Essex County Council, third sector organisations, local businesses and a committee of young people to enable the southeast Thames community to achieve their Net Zero goals. We continue to drive forward the development of the national UK Coastal Partnerships Network (CPN) to exchange knowledge between 55 Coastal and Estuary Partnerships (CEPs) similar to TEP to help deliver national targets such as the 25 Year Environment Plan and Net Zero through local CEPs.

As we grow our reach, TEP continues to lead on multiple national level projects through the role of Chair of the CPN including developing a new Learning and Development Programme (Compass), taking on the secretariat of the Marine CoLABoration, helping shape and drive strategic objectives for Restoring Meadows Marsh and Reef (ReMeMaRe) and co-designing recommendations for a new National Framework for Championing Coastal Coordination (3Cs). All national work informs and is reflected in our practice locally as the CEP for the Thames Estuary. As new environmental legislation emerges and is enacted to deliver biodiversity net gain (BNG), we are developing our knowledge and expertise through our projects in the field of green finance and natural capital, with the ambition to test and trial investable business models that will support accelerated environmental enhancement and improve social impact. All this work has been delivered in partnership with our stakeholders and members. The outputs of all the work have been disseminated out across our communication channels and are in the public realm for all to benefit from.

Moving forward we intend to build on this work locally, regionally and nationally by revising our charitable objectives to reflect the national connection, impact and public benefit of our work. Many of the projects summarised above (with detail in the body of the report below) will continue to evolve and grow with support from our funders, partners and communities.

Our core funders continue to show their belief in the value of TEP, despite the disruption caused by Covid and widespread financial challenges that all organisations continue to face. Our board of trustees has been reshaped to respond to these challenges, better serving the organisation and objectives set out by the founding organisations who created TEP over twenty years ago. I am grateful to all of them for the support they have

provided the charity. On behalf of the Trustees, I thank the TEP team for all the hard work this year and showing leadership in extremely challenging times.

I commend this Annual Report for your approval:



.....  
Victoria Borwick (Chair - Thames Estuary Partnership)

The Trustees, who are also directors under company law, present their report and financial statements for the year ending 31 March 2023.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102 (Second Edition).

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Constitution**

The Charity was set up by a Memorandum of Association. Thames Estuary Partnership Ltd (referred to as “TEP”) is a Company Limited by Guarantee and was registered on 9<sup>th</sup> July 1999. The Company Number is 3807387.

It is governed by Memorandum and Articles of Association and became a registered charity, called Thames Estuary Partnership, on 6 November 2000. The charity registration number is 1083199.

### **Method of appointment or election of Trustees**

The management of the charity is the responsibility of the Trustees who are elected or co-opted under the terms of the Memorandum and Articles of Association.

### **Objectives and activities**

The partnership was established to conserve, protect and maintain the coastal, environmental and natural heritage of the Thames for the public benefit. It covers the tidal Thames from Chelsea to Shoeburyness in Essex and the Isle of Grain in Kent dealing with education, dredging, research, recreation, archaeology and fisheries, river transport, riverside development and others.

In line with TEP objectives, the activities we have undertaken to achieve our purpose are detailed below.

### **Public benefit**

The Trustees are aware of the public benefit guidance and have taken it into account when making decisions to which the guidance is relevant.

The main activities undertaken to further the charity’s purposes for the public benefit include the walks and talks, conferences and facilitated Action Groups TEP hosts to improve the sustainable management of the Thames and as beneficiaries of projects developed, managed and delivered both solely by TEP and in partnership with other organisations. More details of these are given below.

### **Events and Conferences**

Our events and conferences are open to members and non-members alike. This year we hosted one large thematic event in association with law firm Allen and Overy and the City of London Corporation entitled 'Financing

a Just Transition: channelling capital to climate adaptation, biodiversity and social goals'. This is an important area of emerging work that our Executive Director Heather Hilburn is leading to connect financial institutions and others working with green finance to discuss investment in projects and organisations that enhance the estuarine and marine natural environment, benefitting riverside and coastal communities for climate resilience. With the emergence of Environment Governance and Society (ESG) within the financial sector and Biodiversity Net Gain becoming mandatory, the world of green finance must take account of our blue spaces and the slower return on investment that such dynamic environments bring. We also hosted several guided walks for the public as part of London Rivers Week (May) and the Totally Thames Festival (September).

### **Communication**

Thames Talk e-news, our monthly e-newsletter, keeps our members and wider network of 5,000 stakeholders in touch with what's happening on the river. Our digital assets continue to grow in popularity and are regularly accessed. These include a virtual boat trip which maps out points of interest along the river across human and natural history, across 50 locations covering the entire tidal Thames. The map has had 11,860 visitors from 126 countries.

The Talk of the Thames podcast interviews Thames community members from across interests and sectors to discuss interesting topics such as flood defence, seals and wildlife and archaeology. We have released 27 episodes to date and now have 4,436 listeners worldwide.

We believe in open access to data and information and wherever possible we make this happen. We ensure all our resources, events and project outputs (where appropriate) are available and accessible to the public and ensure the details and opportunity to attend our events are spread throughout our network, our supporters' networks and across our media channels.

### **Volunteers**

TEP works with volunteers in a wide range of activities. These include fundraising (following the Fundraising Regulator Code of Fundraising Practice), public events, marketing and promotion, administration, research, event management, IT, design, education and journalism.

### **Membership**

Our membership is made up of individuals, charities, academics, industry professionals mainly from engineering, construction and infrastructure provision, regulatory authorities and local authorities. Membership is open to the public through the individual membership offer.

### **Forums**

TEP facilitates themed forums to provide a platform for discussion, exchange of ideas and a way to resolve issues. These forums draw widely from TEP's work and the local community through project work and external fora but are not open to the general public as they tend to require technical knowledge or experience and sometimes deal with commercially sensitive data. Each group is Chaired by one of the member organisations and has Terms of Reference. TEP provides the secretariat and administration. The outputs are published on the TEP website, and the general public can contact TEP at any time about any of the work we do through these forums. We currently organise the following groups:

- Dredging Liaison Group, set up to enable a focused knowledge exchange platform for dredging operators, consultancies, regulatory authorities, researchers, port operators and commercial fishers to be able to discuss relevant issues, latest technology and upcoming opportunities for collaborative research. This is our longest running forum and is consistently well attended with usually around 20 attendees from a forum membership list of 60. Discussion and output inform our work on commercial fisheries and intertidal habitat creation.

- National Trails Thames Path Tidal Group, set up in response to the gap in strategic management of the Thames Path in the tidal Thames area. This is a small group consisting of NGOs, regional representatives of the National Trails Management Group (who manage the Thames Path upstream of Teddington) and Natural England (who are designating the England Coastal Path which will join up with the Thames Path at Woolwich). Attendance is always 100% due to the small size and we represent the tidal Thames Path at the wider regional meetings. Discussion and outputs inform our work on riverside development, marine planning, public access and recreation.

## ACHIEVEMENTS AND PERFORMANCE

### Delivery of projects

TEP has continued to deliver projects that meet our charitable objectives including:

- Estuary Edges are soft-engineered designs retrofitted into hard flood defences to create intertidal habitat within the urban estuary margins. This an ongoing project to promote the use of the [Estuary Edges Guidance for Developers](#) and embed the approach into the planning system. In 2022/23 the project focused on further developing our thinking around natural capital accounting and green finance to enable Estuary Edges sites to become more ready for investment and accelerate the creation of urban intertidal habitat. We worked with partners to develop our understanding of the planning system and where engagement would be most influential on riverside development. This included the design brief for a new tool which we will seek to develop further. We liaised with Medway Council over potential for three new large-scale sites in the Medway Estuary (which is part of the [Thames estuary catchment](#)) and have plans to develop a five-year business case for a 'concept to completion' approach. In this way we can understand each stage of the journey to developing and delivering more Estuary Edges. We also continued to develop a student training approach and conducted fish surveys in three sites with partners and students aligned with our training and skills project, Blue Connections (see below).
- The Roadmap to Climate Resilience evolved from the now closed [Greater Thames Estuary Fish Migration Roadmap project](#), a mapping tool that visualises data of barriers to fish passage and other land use data for better place-based, community-led local decision making for river restoration. In 2022/23, we scoped the evolution to focus on tidal/coastal and landward riverside habitat restoration, integrating data across the land/sea interface and developed successful funding proposals for launching the project in the next financial year. We continue to support others in their data management and keep the Fish Migration Roadmap updated with data from partners.
- [Blue Connections](#) is a two-year pilot project which started in April 2021. This project seeks to build an accessible training and skills programme covering soft, hard and vocational skills we use in designing, delivering and managing our environment projects, particularly the Roadmap and Estuary Edges. The project is aimed at young people from under-represented and underserved communities in Barking and Dagenham. In 2022/23, we built on the engagement and development of training modules in Year 1, to recruit young people for a winter training programme. Engagement was carried out through the summer with community groups, youth clubs, local festivals and events, with advertising posted across Barking and Dagenham. The training modules were trialled with a cohort of young trainees in Rainham Marshes RSPB reserve as part of their Green Recovery Challenge Funded Thames Youth Project. The pilot was modestly successful with 13 participants signed up to undertake the training programme from November 2022. We are now developing a community-led approach with established educational delivery partners such as The Princes Trust for continuation funding for the next financial year.
- The Thames Foreshore Project, led by Thames21, set out to develop a public science approach to monitoring erosion and accretion of the Thames foreshore at key sites where flood defences could be undermined. In 2022/23, TEP was part of a working group to scope out the methodology and identify sites and produce a storymap for public launch next financial year. A long-term project is being developed for further funding and launch of the public science approach.

- [Fish Local](#) set out to identify underutilised commercially caught fish species that can be caught across Kent and Essex which are often overlooked or less valued, and look at ways to better promote and remarket them. This in turn will create demand for locally caught fish, giving commercial fishers more species to catch and ultimately improving the price. Herring was identified as the best species to take forward into a rebranding exercise and marketing strategy development. In 2022/23, local Herring was renamed as Silver Shore Herring and an engagement programme rolled out across the hospitality sector alongside educational activities with schools and catering schools. This is currently underway and will be completed in next financial year. Local Herring was also identified as genetically different from those caught in the North Sea and therefore, next financial year, we will be seeking to work with scientific Government organisation Cefas on analysis to prove it is a geographically distinct species. This will potentially boost sales further and provide local communities with additional value. Further market development will also be undertaken and development of a species-specific management plan with the Kent and Essex Inshore Fisheries and Conservation Authority.
- Coastal Partnerships Network (CPN) is a national volunteer-run network connecting 55 Coastal and Estuary Partnerships (CEPs) similar to TEP around the UK. We support the CPN nationally in several ways (see below) and we drive forward the regional and local delivery as the local CEP in the Thames: Learning and Development Programme. In 2022/23 TEP led on a third stage of strategic development to strengthen and professionalise the CPN with funding from the Calouste Gulbenkian Foundation. The main focus of this project was delivering a second round of [Compass - an online course for coastal and marine professionals](#), applying systems change and values-based learning from the Marine Collaboration. We translated the materials from the live Compass course run in 2021/22 into a set of resources that can be used for self-paced learning around systems and values-based approaches into the future. We guided our first cohort of 15 self-paced learners through the course, testing the materials and process approach ready to set out to attract a wider range of learners, both sectorally and internationally, in the next financial year. We plan to apply the Compass delivery process to the internal CPN learning programme as many CEPs indicated in the consultation that they would be keen to share their expertise with others and learn new approaches. We are also aligning Compass with the 3Cs project detailed below as part of a Building Capacity Strand.
- [The Catchment Based Approach \(CaBA\)](#) is an inclusive, civil society-led initiative that works in partnership with Government, Local Authorities, Water Companies, businesses and more, to maximise the natural value of our environment. Led by The Rivers Trust, CaBA operates nine National Working Groups underpinning the work of a National Steering Group. TEP co-host the local Catchment Partnership for the Tidal Thames with Thames21.
- Championing Coastal Coordination (3Cs) is an Environment Agency funded initiative seeking to explore how to enhance and progress coordination for coastal sustainability and resilience in England. The recommendations for a National framework for Coastal Coordination, which TEP led on behalf of the CPN, were welcomed by Defra and the Environment Agency and in 2022/23, further funding was secured for a Development Phase 1. This was just a three-month delivery window which enabled the national NFCC Leadership Group (formed out of the national cross-sectoral group that developed the recommendations) to develop detailed plans of how to take the recommendations forward. Three Regional and two Local Demonstration Projects were delivered by local CEPs to bring regional and local perspectives into the national development plans and improve coordination in their region and locality. This initiative will continue into Development Phase 2 next financial year to start development of the Framework and its component parts.

## FINANCIAL REVIEW

During the year ended 31 March 2023, total income was £645,498 (2022: £597,623) and total expenditure was £564,719 (2022: £609,102). The net expenditure was £80,935 (2022: £11,388).

### Reserves review including policy

The Trustees have a policy of having a reserve of funds which will cover redundancy and three months of core costs, which are estimated to be £53,200. The reserves are at the required level.

## Going concern

The accounts are approved during a period where there remains a residual impact on the Charity from the previous financial year due to the COVID-19 virus; consequently, the TEP membership dropped and core income reduced. At a time when grant funding remains stationary, global events have resulted in sudden increases in costs. The Charity has taken appropriate and swift action to balance operating costs to meet income received, considering risks through its normal risk management processes and mitigating actions both already taken and available to be taken. As such, the Trustees consider it appropriate for the going concern to be adopted for these accounts. The Board of Trustees is of the opinion that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties regarding the charity's ability to do so.

## RISK MANAGEMENT

The Trustees have assessed the major risks to which the charity is exposed, in particular risks related to the investment strategy – these are included, with mitigating actions, in each iteration of the *Business plan* as well as reviewed regularly at board meetings. They are satisfied that adequate procedures are in place to mitigate exposure to these risks, although it is recognised that systems can only provide reasonable, not absolute, assurance. They have identified the following top 4 risks:

Risk identified	Action taken to mitigate the risk
Internal control risks	Structured procedures for authorisation of all transactions and projects
Income generation	To promote the Trust and encourage donations via the website and Membership
Objectives	Review regularly the impact of the Trust
Staff Retention/Change	To ensure all knowledge is curated and archived and staff report regularly on activity to ensure no knowledge is lost.

## Related parties and relationships with other organisations

TEP receives core funding from Thames Water and Essex County Council and therefore works closely with these organisations to achieve sustainability for the Thames.

TEP receives substantial project funding from the Environment Agency.

## Key management personnel

The Board of Trustees and the senior management team comprise the key management personnel responsible for the operation of the charity on a day-to-day basis. No Trustee or Director received remuneration. Details of directors' expenses and related party transactions are disclosed in notes 5 and 9 on the accounts.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Selected suitable accounting policies and then applied them consistently;
- Observed the methods and principles in the Charities SORP;
- Made judgments and estimates that are reasonable and prudent;
- Stated whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepared the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have kept proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and this has enabled them to ensure that the financial statements comply with the Companies Act 2006. They have safeguarded the assets of the charitable company and hence took reasonable steps for the prevention and detection of fraud and other irregularities. The company is limited by guarantee, and the liability of its member is limited to £1. The total number of such guarantees at 31st March 2023 was 4. The Trustees are members of the Charity, with voting rights, but they have no beneficial interest in the charity.

**Independent examination**

Haysmacintyre LLP were appointed as the independent examiners of the charitable company during the year and have expressed their willingness to continue in that capacity.



.....  
Robert Hill, Interim Treasurer

Date: 14 December 2023

**REPORT TO THE TRUSTEES OF THAMES ESTUARY PARTNERSHIP**

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I report to the Trustees on my examination of the accounts of Thames Estuary Partnership for the year ended 31 March 2023 which are set out on pages 9 – 18.

**Respective responsibilities of Trustees and examiner**

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 (“the 2006 Act”). The Trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company’s accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed the requirements of the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner’s statement**

Since the charity’s income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act;  
or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a ‘true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Siobhan Holmes ACA  
Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

Date: 14 December 2023

**THAMES ESTUARY PARTNERSHIP**

**STATEMENT OF FINANCIAL ACTIVITIES**

(Incorporating an Income and Expenditure Account)

**FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted £	Restricted £	2023 Total £	2022 Total £
<b>Income from:</b>					
Charitable activities	3	29,558	615,940	645,498	597,615
Other trading activities		-	-	-	-
Investment income		156	-	156	8
Other income		-	-	-	-
<b>Total income</b>		<u>29,714</u>	<u>615,940</u>	<u>645,654</u>	<u>597,623</u>
<b>Expenditure on:</b>					
Raising funds			-	-	-
Charitable activities:	4	93,799	-	93,799	74,356
Projects		-	470,920	470,920	534,655
<b>Total expenditure</b>		<u>93,799</u>	<u>470,920</u>	<u>564,719</u>	<u>609,012</u>
<b>Net income / (expenditure) for the year</b>		(64,085)	145,020	80,935	(11,388)
Transfers between funds		71,392	(71,392)	-	-
<b>Net movement in funds</b>		<u>7,307</u>	<u>73,628</u>	<u>80,935</u>	<u>(11,388)</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		<u>84,447</u>	<u>7,426</u>	<u>91,873</u>	<u>103,261</u>
<b>Total funds carried forward</b>		<u><u>91,754</u></u>	<u><u>81,054</u></u>	<u><u>172,808</u></u>	<u><u>91,873</u></u>

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

THAMES ESTUARY PARTNERSHIP

BALANCE SHEET

AS AT 31 MARCH 2023

	Note	2023 £	£	2022 £	£
<b>Current assets:</b>					
Debtors	7	98,856		200,023	
Cash at bank and in hand		<u>357,201</u>		<u>54,032</u>	
		456,057		254,055	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	8	<u>(283,249)</u>		<u>(162,182)</u>	
<b>Net current assets / (liabilities)</b>			<u>172,808</u>		<u>91,873</u>
<b>Total net assets / (liabilities)</b>			<u><u>172,808</u></u>		<u><u>91,873</u></u>
<b>Funds</b>					
	10				
Restricted funds			81,054		84,447
Unrestricted funds:			<u>91,754</u>		<u>7,426</u>
<b>Total funds</b>			<u><u>172,808</u></u>		<u><u>91,873</u></u>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 14 December 2023  
and signed on their behalf by:

*Victoria Borwick*

Victoria Borwick

**Name  
Trustee**

*Robert Hill*

Robert Hill

**Name  
Treasurer**

**Company registration no. 3807387**

The attached notes form part of the financial statements.

**1 Accounting policies**

**a) Basis of preparation**

The Thames Estuary Partnership is a registered Charity (no 1083199) and a Company Limited by Guarantee (no: 03807387). Registered office: UCL (University College London), 26 Bedford Way, London WC1H 0AP. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**b) Going concern**

The accounts are approved during a period where there remains a residual impact on the Charity from the previous financial year due to the COVID-19 virus; consequently the TEP membership dropped and core income reduced. At a time when grant funding remains stationary, global events have resulted in sudden increases to costs. The Charity has taken appropriate and swift action to balance operating costs to meet income received, considering risks through its normal risk management processes and mitigating actions both already taken and available to be taken. As such, the Trustees consider it appropriate for the going concern to be adopted for these accounts. The financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

**c) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**d) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**Accounting policies (continued)**

**f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

The Company is not registered for VAT and expenses inflated by VAT cannot be recovered. VAT is charged as a cost against the activity for which the expenditure was incurred.

**h) 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 Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

**i) Debtors**

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

**j) Cash at bank and in hand**

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

**k) 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.

**l) Estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on the trustee's best knowledge of the amount, events or actions, actual results ultimately differ from these estimates. The trustees do not consider there to be any estimates and judgements.

**m) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

THAMES ESTUARY PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

2 Comparative Statement of Financial Activities 2022

	2022 Unrestricted £	2022 Restricted £	2022 Total £
<b>Income from:</b>			
Donations and legacies	-	-	-
Charitable activities:	41,875	555,740	597,615
Other trading activities	-	-	-
Investments	8	-	8
Other income	-	-	-
<b>Total income</b>	<u>41,883</u>	<u>555,740</u>	<u>597,623</u>
<b>Expenditure on:</b>			
Charitable activities:	74,356	534,655	609,011
<b>Total expenditure</b>	<u>74,356</u>	<u>534,655</u>	<u>609,011</u>
<b>Net income for the year</b>	(32,473)	21,085	(11,388)
			-
Gross transfers between funds	32,901	(32,901)	-
<b>Net movement in funds</b>	<u>428</u>	<u>(11,816)</u>	<u>(11,388)</u>
Total funds brought forward	84,019	19,242	103,261
<b>Total funds carried forward</b>	<u>84,446</u>	<u>7,427</u>	<u>91,873</u>

3 Income from charitable activities

	2023			2022		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Core Funding	29,558	-	29,558	41,875	-	41,875
Project Funding	-	615,940	615,940	-	555,740	555,740
<b>Total income from charitable activities</b>	<u>29,558</u>	<u>615,940</u>	<u>645,498</u>	<u>41,875</u>	<u>555,740</u>	<u>597,615</u>

4 Analysis of expenditure

	Charitable activities				2023
	Project		Support costs	Governance costs	
	£	£	£	£	
Staff costs	174,503	-	69,693	5,226	249,422
Other Project Costs	296,416	-	-	-	296,416
Event Cost	-	-	-	-	-
Office cost	-	-	10,845	-	10,845
Finance	-	-	557	-	557
Other Staff Costs	-	-	3,865	-	3,865
Governance Costs	-	-	-	3,613	3,613
	<u>470,920</u>	<u>-</u>	<u>84,960</u>	<u>8,839</u>	<u>564,719</u>
Support costs	-	84,960	(84,960)	-	-
Governance costs	-	8,839	-	(8,839)	-
	<u>470,920</u>	<u>93,799</u>	<u>-</u>	<u>-</u>	<u>564,719</u>
	<u><u>470,920</u></u>	<u><u>93,799</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>564,719</u></u>
	Charitable activities 2022				
	Project		Support costs	Governance costs	2022
	£	£	£	£	
	£	£	£	£	
Staff costs	155,588	-	59,283	3,199	218,070
Other Project Costs	379,068	-	-	-	379,068
Event Cost	-	-	-	-	-
Office cost	-	-	6,962	-	6,962
Finance	-	-	1,037	-	1,037
Other Staff Costs	-	-	502	-	502
Governance Costs	-	-	-	3,373	3,373
	<u>534,655</u>	<u>-</u>	<u>67,784</u>	<u>6,572</u>	<u>609,012</u>
Support costs	-	67,784	(67,784)	-	-
Governance costs	-	6,572	-	(6,572)	-
	<u>534,655</u>	<u>74,356</u>	<u>-</u>	<u>-</u>	<u>609,012</u>
	<u><u>534,655</u></u>	<u><u>74,356</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>609,012</u></u>

The result for the year is stated after charging:  
Independent examiner's remuneration

2023	2022
3,300	3,000

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	230,484	202,593
Social security costs	18,938	15,477
	<u>249,422</u>	<u>218,070</u>

No employees received employee benefit (excluding employer pension) during the year.

The total employee benefits including pension contributions of the key management personnel were £52,256 (2022: £31,991).

The charity trustees were not paid or received any other benefits from employment with the Trust in the year £nil (2023:£nil) They were reimbursed expenses during the year £Nil (2022: Nil). No charity trustee received payment for professional or other services supplied to the charity £nil (2022: £nil).

**Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023	2022
	No.	No.
Charitable activities	6	7
	<u>6</u>	<u>7</u>

There were no employees with emoluments above £60,000 (2022: none).

**6 Taxation**

Thames Estuary Partnership is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as they fall within the various exemptions available to registered charities.

**7 Debtors**

	2023	2022
	£	£
Trade debtors	21,443	13,540
Prepayments	6,339	1,478
Accrued Income Receivable	72,070	186,000
	<u>99,851</u>	<u>201,018</u>

**8 Creditors: amounts falling due within one year**

	2023	2022
	£	£
Trade creditors	223,830	17,040
Taxation and social security	10,190	8,448
Other creditors	38,867	48,827
Accruals	8,698	7,300
Deferred income	-	80,567
Credit Card	1,664	-
	<u>283,249</u>	<u>162,182</u>

**9 Related Party Transactions**

In the opinion of the directors, the charitable company is not subject to overall control by any party.

All previous Charity members including Thames Water, Essex County Council, the Environment Agency, the Port of London Authority, Natural England and the Corporation of London are no longer Charity members. They are Founding Partners with whom we continue to work strategically and at arm's length and we receive funding from for core and restricted purposes. The current Charity members are independent and do not provide funding.

Details of Trustee remuneration and expenses are contained within note 7.

University College London ("UCL"), whilst not a member of the company, may be said to hold significant influence over the charitable company as they provide core funded staff (the Executive Director) and certain office services, the costs of which are refunded to UCL on a quarterly basis. UCL also provides office accommodation to the Partnership without charge.

The company is limited by guarantee, and the liability of its members is limited to £1. The company has 4 members (2022: 4 members).

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

10 Movements in funds	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Roadmap to Climate Resilience	7,425	13,560	(9,627)	(5,209)	6,149
Catchment Partnership Fund	-	24,500	(12,264)	(12,236)	-
Compass	-	118,768	(54,604)	(11,688)	52,476
Blue connections	-	70,654	(48,271)	(22,383)	-
Fish Local-Silver Shore Herring	-	25,652	(4,852)	(705)	20,095
Estuary Edges	-	54,962	(43,396)	(9,233)	2,333
Thames Foreshore Project	-	7,850	(6,280)	(1,570)	-
3Cs	-	299,994	(291,626)	(8,368)	-
<b>Total restricted funds</b>	<b>7,426</b>	<b>615,940</b>	<b>(470,920)</b>	<b>(71,392)</b>	<b>81,054</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	84,447	29,714	(93,799)	71,392	91,754
<b>Total unrestricted funds</b>	<b>84,447</b>	<b>29,714</b>	<b>(93,799)</b>	<b>71,392</b>	<b>91,754</b>
<b>Pension fund</b>	-	-	-	-	-
<b>Total funds including pension fund</b>	<b>91,873</b>	<b>645,654</b>	<b>(564,719)</b>	<b>-</b>	<b>172,808</b>

## Comparison movements in funds 2022

<b>Restricted funds:</b>					
Roadmap	5,463	51,056	(44,306)	(4,788)	7,425
Catchment Partnership Fund	500	7,500	(7,500)	(500)	-
Coastal Partnership Network	1,477	-	(1,477)	-	-
Oneless	-	4,000	(4,000)	-	-
WAMM	3,731	-	(3,684)	(48)	-
Rememare	733	10,000	(10,623)	(110)	-
Marine Colaboration-CGF	561	41,500	(35,187)	(6,874)	-
Rivers Trust-CaBa	-	3,000	(3,000)	-	-
Heritage Emergency Fund	6,776	-	(6,672)	(104)	-
City Bridge trust-Blue connections	-	25,346	(17,867)	(7,479)	-
Fish Local	-	143,338	(140,072)	(3,266)	-
3CS	-	270,000	(260,268)	(9,732)	-
<b>Total restricted funds</b>	<b>19,242</b>	<b>555,740</b>	<b>(534,655)</b>	<b>(32,901)</b>	<b>7,425</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	84,019	41,883	(74,356)	32,901	84,447
<b>Total unrestricted funds</b>	<b>84,019</b>	<b>41,883</b>	<b>(74,356)</b>	<b>32,901</b>	<b>84,447</b>
<b>Pension fund</b>	-	-	-	-	-
<b>Total funds including pension fund</b>	<b>103,262</b>	<b>597,623</b>	<b>(609,012)</b>	<b>-</b>	<b>91,872</b>

**11 Movements in funds continued**

**Purposes of restricted funds**

Each of the restricted projects to be described in more detail below and explain any transfers.

**Environment Agency - Roadmap to Climate Resilience** - to scope the evolution of the Greater Thames Fish Migration Roadmap to focus on data visualisation across the land/sea interface of the urban estuary and rural coast of the Thames Estuary to support coastal habitat restoration, urban intertidal habitat creation and landward green infrastructure along the riverside.

**Environment Agency - Catchment Partnership** - to co-host the Your Tidal Thames Catchment Partnership in collaboration with Thames21 and seek to help improve water quality and create habitat.

**Environment Agency - Estuary Edges** - to develop long term monitoring programme of ecological surveys across the Estuary Edges sites through developing post graduate student training days and enable the engagement with developers and Local Authorities to secure more Estuary Edge sites as part of riverside development.

**Environment Agency - 3Cs** - to take forward recommendations for a National Framework for Coastal Coordination to improve the governance and coordination across the land/sea interface for the benefit of coastal communities and the marine environment.

**MMO - Fish Local** - to rebrand and improve the sales of a community identified Thames fish species to support local small scale fishers and the wider industry and promote locally caught fish to reduce carbon emissions and support local food resilience.

**Environment Agency - Thames Foreshore Project** - to develop a public data collection approach to monitoring foreshore erosion and accretion that could undermine flood defences at key sites along the urban Thames Estuary. Led by Thames21.

**City Bridge Trust - Blue Connections** - a pilot to develop a transferable skills training programme for young people living in deprived, diverse riverside communities utilising the in house soft and hard skills used in delivery of our projects. Aim to increase employability whilst fostering a greater connection to their local environment through showcasing how these skills are used in our environmental projects with experiential outdoor learning opportunities on the Thames.

**CGF - Compass and CPN** - strategic development of the Coastal Partnerships Network (CPN) to evolve from a volunteer run network to a professionalised one and develop the Learning and Development programme via Compass, an online learning course covering systems change approaches and values based approaches to communication.

**Transfers of funds between restricted income and unrestricted income are completed where there has been an underspend or overspend as per grant agreements.**

**12. Analysis of net assets between funds**

	2023	2023	2023	2022	2022	2022
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
Debtors	-	98,856	98,856	-	200,023	200,023
Cash and bank	81,054	276,147	357,201	7,426	46,606	54,032
Creditors	-	(283,249)	(283,249)	-	(162,182)	(162,182)
Total net assets	81,054	91,754	172,808	7,426	84,447	91,873

**13 Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

**THAMES ESTUARY PARTNERSHIP**

England & Wales - Charity number 1083199

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# Accounts

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**TRUSTEES' REPORT AND FINANCIAL**

**STATEMENTS**

**FOR THE YEAR ENDING 31 MARCH 2021**

**Charity No: 1083199**

**Company No: 3807387**

**THAMES ESTUARY PARTNERSHIP**  
**FOR THE YEAR ENDING 31 MARCH 2021**

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<b>CONTENTS</b>	<b>Pages</b>
Legal and administrative information	1
Trustees' report	2 – 9
Independent examiner's report	10
Statement of risk from impacts of COVID-19	11
Statement of financial activities	12
Balance sheet	13
Notes forming part of the financial statements	14 - 21

## REFERENCE AND ADMINISTRATIVE INFORMATION

## FOR THE YEAR ENDING 31 MARCH 2021

**TRUSTEES AND DIRECTORS**

Phil Stride	Independent Chair	Corporate Director, Chair (Interim) and Trustee
Angela Gorman	Representing the Environment Agency	Corporate Director, Vice Chair and Trustee
Penelope McNeile	Independent	Individual Trustee
Alistair Gale	Representing Port of London Authority	Individual Trustee
Ingrid Chudleigh	Representing Natural England	Individual Trustee
David Wylie	Representing Thames Water	Individual Trustee and Treasurer
John Meehan	Representing Essex County Council	Individual Trustee
Alan Johnson	Representing Royal Society for the Protection of Birds	Individual Trustee
James Paskins	Representing University College London	Corporate Director and Trustee
Amrit Ghose	Representing Waterman's Group Ltd	Individual Trustee
John Edwards	Representing City of London Corporation	Individual Trustee

In addition to above, some of the trustees provide the following support roles:

Ingrid Chudleigh and Amrit Ghose act as the main contacts with the Chief Executive for Human Resources issues.

**Company Number**

3807387

**Charity Number**

1083199

**Registered Office**

Room 117, 26, Bedford Way  
London WC1H 0AP

**Company Secretary**

Amy Pryor

**Independent Examiners**

Siobhan Holmes ACA  
Haysmacintyre LLP,  
Chartered Accountants  
10 Queen Street Place, London EC4R 1AG

**Bankers**

Royal Bank of Scotland, Gravesend Branch, 30 King Street  
Gravesend, Kent DA12 2XX

**Solicitors**

Thompsons, Congress House, Great Russell Street London,  
WC1B 3LW

## Introduction from the Chair, Phil Stride

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I have great pleasure in introducing the **Annual Report 2020 – 2021** of the Thames Estuary Partnership (TEP). Since joining TEP in 2016 first as a Trustee, then as Treasurer and Vice Chair, and finally as Chair in March 2020, I have been very proud to be part of this charity which connects ideas, people and organisations for a resilient, sustainable and prosperous Thames Estuary. For many years previously I was involved with TEP and closely followed its activities. I was always impressed with the commitment to deliver events, convene multi sector discussion fora and projects on behalf of stakeholders and communities and how the charity positively impacts the river and its various facets. The success of TEP stems from a relentless passion that the TEP team and Trustees have for the Thames Estuary. For over 20 years, TEP has been at the forefront of driving key partnerships and projects and being the ‘knowledge hub’ for the Thames Estuary. Climate change, environmental degradation and a growing population are key challenges London, Essex and Kent faces and there is a strong need for building stronger cross-sector partnerships to tackle these collaboratively. TEP will continue to play a crucial role in driving these essential partnerships by providing an independent forum and ensuring all parties’ focus remains on the river and its sustainability so as to preserve it as an asset for future generations.

As with many organisations the global pandemic Covid-19, affected the way we work. The TEP team and Trustees started working from home in mid-March 2020 and adapted well to online working as a team and with external partners. Across the TEP team, we adapted our skills, usually deployed in project delivery, to improve our digital platforms and ensure that we could provide some education and interest for our network and the general public. This resulted in a brand-new virtual boat trip and an engaging podcast series, launched on World Ocean Day 2020 (8 June). We have continued to build on these platforms and as a result tripled our online visitors and have over 1000 listeners engaged worldwide. We intend to build on this platform far into the future, highlighting the wondrous complexity of the Thames’ natural, social and economic land and seascape and invite national and international interests to join our podcast series to hear from estuaries around the world.

Our organisational budget suffered a major deficit throughout 2020 – 2021, due to a loss of core funding and corporate sponsorship secured through the delivery of the two popular annual events we were unable to hold due to the pandemic. In addition, we lost restricted revenue funding expected for two established projects, Estuary Edges and The Greater Thames Fish Migration Roadmap resulting in us furloughing the two project officers and utilising the support from the government to keep them in post. We voluntarily kept their wages at 100% with TEP paying the difference. We worked hard to replace both the core and restricted funding and diversify our funding base to ensure we survived. We were grateful to receive core support through the Heritage Emergency Fund with thanks to the National Lottery Heritage Fund. This allowed us to bring back the two furloughed staff on a part time furloughed basis, focus on digital asset creation and resume our organisational Strategic Review, which we had started in late 2019 and put on hold at the beginning of the pandemic. We took a further hiatus on the TEP Strategic Review in February 2021 to the end of the financial year to pursue specific funding opportunities.

We were successful in securing funding from Defra’s Green Recovery Challenge Fund for a new partnership project led by The Thames River Trust which seeks to train four Catchment Partnerships on using the Roadmap method and engaging local communities with the European eel. We also received funding from the Calouste Gulbenkian Foundation for the strategic development of the UK Coastal Partnerships Network, which TEP voluntarily Chairs. This has resulted in the CPN producing a 10-year Strategy and five year Business Plan and now seeking legal status as a Charitable Incorporated Organisation. The CPN connects 87 Coastal Partnerships (similar to TEP) and wider coastal initiatives around the UK. We also had our restricted revenue projects reinstated in late 2020 allowing our staff to return full time.

Whilst the major focus was fundraising, adapting delivery of projects that retained funding to continue using online tools and improving our digital communications to stay in touch with the Thames community, we also managed to continue the cross-sector discussions through holding our thematic fora meetings online. The Dredging Liaison Group and National Trail Thames Path Tidal Group met several times online and was welcomed by so many of our community who were dealing with the same challenges of the pandemic. Some members of our network were alone and this was a valuable support mechanism for them in particular. Overall, we successfully

brought staff back from furlough and finished the financial year with a small surplus and a healthy team for which we are extremely grateful.

As ever, we are hugely grateful to our host, University College London, through the good offices of Professor David Price, Vice Provost (Research) and James Paskins (Trustee).

Our core funders and their senior executives, some of whom serve as active trustees, continue to show their belief in the value of TEP and this has been instrumental in sustaining the charity this year. I am grateful to all of them for the support they have provided the charity. TEP continues to provide an independent, intelligent forum for the huge variety of opinions, interests and aspirations of all those connected to the river and work in partnership both locally and nationally to achieve impact and ensure replication of best practice. Our engagement across a number of topics is set to increase in the coming months and years with several newly funded initiatives and developing multi-sectoral projects awaiting funding outcomes. Topics include green finance; riverside planning; equity, diversity and inclusion; integrated approaches to training and development; environmental monitoring; community mapping, access and community use; climate resilience and coastal habitat restoration; education and health and wellbeing approaches using the river corridor. All our outputs are disseminated regionally through our local network and nationally through UK CPN. On behalf of the Trustees, I thank Heather, Amy and the TEP team for all the hard work this year and showing leadership in extremely challenging times.

I commend this Annual Report for your approval:



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Phil Stride (Chair (Interim) - Thames Estuary Partnership)

The Trustees, who are also directors under company law, present their report and financial statements for the year ending 31 March 2021.

The Trustees confirm that the financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Constitution**

The Charity was set up by a Memorandum of Association. Thames Estuary Partnership Ltd (referred to as "TEP") is a Company Limited by Guarantee and was registered on 9<sup>th</sup> July 1999. The Company Number is 3807387.

It is governed by Memorandum and Articles of Association and became a registered charity, called Thames Estuary Partnership, on 6 November 2000. The Charity Registration number is 1083199.

### **Method of appointment or election of Trustees**

The management of the charity is the responsibility of the Trustees who are elected or co-opted under the terms of the Memorandum and Articles of Association.

### **Objectives and activities**

The partnership is established to conserve, protect and maintain the coastal, environmental and natural heritage of the Thames for the public benefit. It covers the tidal Thames from Chelsea to Shoeburyness in Essex and the Isle of Grain in Kent dealing with education, dredging, research, recreation, archaeology and fisheries, river transport, riverside development and others.

To work in association with Local Authorities, organisations and others who have an interest in the area of benefit:

- Provide and assist in the provision of facilities for the recreation and other leisure time occupation of the inhabitants and visitors
- Implement, develop and maintain an action plan and management strategy that will identify and assess issues and opportunities and reconcile any problems in the achievement of the objectives
- Observe common principles of operation laid down by the Partnership from time to time in order to obtain and sustain the commitment of the parties interested in pursuing the objective
- Improve the communication and exchange of information by bringing together representatives or organisations with an interest in the objective
- Collect and disseminate information on matters relevant to the work of the Partnership
- Encourage joint initiatives amongst the members of the Partnership
- Promote environmental education opportunities to extend awareness and understanding of issues
- Monitor and review progress of work initiated by the Partnership
- Create links with national and international estuarine groups to promote good practice and integrated action generally
- Encourage conservation of areas of importance for habitats and species
- Provide guidance to economic development policies and initiative through constructive associations with relevant economic interests in order to promote their compatibility with the objective
- To provide project costs and funding for research, to promote the attainment of the objective

## Public benefit

The Trustees are aware of the public benefit guidance and have taken it into account when making decisions to which the guidance is relevant.

The main activities undertaken to further the charity's purposes for the public benefit include the walks and talks, conferences and facilitated Action Groups TEP hosts to improve the sustainable management of the Thames and as beneficiaries of projects developed, managed and delivered both solely by TEP and in partnership with other organisations. More details of these are given below.

All our events and conferences, (unable to deliver this year due to the pandemic) remain open to members and non-members alike. We ensure all our resources, events and project outputs are available and accessible to the public and ensure the details and opportunity to attend are spread throughout the ecosystem of our network, our supporters' networks and across our social media platforms. One event that is well attended by members of the public is our annual boat trip as part of the Totally Thames Festival which we could not deliver this year due to the pandemic. We reimagined this boat tour to create a virtual boat trip which maps out points of interest along the river across human and natural history across 50 locations covering the entire tidal Thames, which will be highlighted during London Rivers Week in October 2021. The map has had 3700 visitors from 80 countries.

The Talk of the Thames podcast interviews Thames community members from across interests and sectors to discuss interesting topics such as flood defence, seals and wildlife and archaeology. We have released 14 episodes to date and now have 1800 listeners worldwide. Alongside Talk of the Thames, detailed episodes are being developed to focus on Estuary Edges (aimed at riverside developers) that will complement the webinars we delivered as part of the project work. We intend to grow our digital infrastructure to continue engaging new audiences and supporting education.

All minutes and other outputs from forums and projects are made freely available on our website for the benefit of all. We believe in open access to data and information and wherever possible depending on sensitivities of information, we make this happen.

## Volunteers

TEP works with volunteers in a wide range of activities. These include fundraising, public events, marketing and promotion, administration, research, event management, IT, design, education and journalism.

## ACHIEVEMENTS AND PERFORMANCE

### Membership

Our membership is made up of individuals, charities, academics, industry professionals mainly from engineering, construction and infrastructure provision, regulatory authorities and local authorities. Membership is open to the public through the individual membership offer. Membership continues to be promoted throughout the year and TEP is steadily growing its membership base. An annual membership survey is undertaken which helps to shape our membership offer and strategy based on the results of the survey and to inform the projects we develop based on what our members and partners state are current issues requiring further research or activity.

### Conferences

Our two established conferences could not be delivered due to the pandemic.

### Communication

**Talk of the Thames** magazine and **Thames Talk e-news** keep our members and wider network of 5000 stakeholders in touch with what's happening on the river. Thames Talk e-news is issued monthly and is integrated with the TEP website. The Talk of the Thames magazine is issued twice a year, prior to our

Summer Network and Annual Forum. This year only one edition was produced in the Summer 2020. We did not have capacity nor funds to produce the second edition and decided to focus on podcasts as a way of replacing the magazine.

The Talk of the Thames magazine, new digital assets and Thames Talk e-news increase awareness and profile for TEP through improved communication. The magazine and now podcast provides opportunities to profile TEP members, make new contacts and provide TEP corporate members with exposure through advertisements. Magazines are distributed digitally and we print around 2000 copies to disseminate at public events both internally and externally to ensure it can be read widely and freely.

## Forums

TEP facilitates themed forums to provide a platform for discussion, exchange of ideas and a way to resolve issues. These Forums draw widely from TEP's work and the local community through project work and external fora but are not open to the general public as they tend to require technical or experiential knowledge and sometimes deals with commercially sensitive data which needs to be confidential. Each group is Chaired by one of the member organisations and has Terms of Reference. TEP provide the secretariat and administration. The outputs are published on the TEP website and the general public can contact TEP at any time about any of the work we do through these fora. We currently organise the following groups:

- Dredging Liaison Group, set up to enable a focused knowledge exchange platform for dredging operators, consultancies, regulatory authorities, researchers, port operators and commercial fishermen to be able to discuss relevant issues, latest technology and upcoming opportunities for collaborative research. This is our longest running forum and consistently well attended with usually around 20 attendees from a forum membership list of 60. Discussion and outputs inform our work on commercial fisheries, access to the river and riverside infrastructure. This year saw the Microplastics Sub Group continue to discuss the research needed to understand how much microplastics are in the sediment of the Thames.
- Thames Litter Forum, set up in 2016 by the PLA who requested our help in convening. This group brings together infrastructure providers, water industry, regulators, NGOs, educators and behaviour change organisations to discuss the issue of litter on the Thames. Working groups focusing on different elements have been set up and we convene the main forum which brings all the workstreams together. Regular attendance is approximately 15 people from a distribution list of 25 organisations. Discussion and outputs inform our work on marine plastic pollution and research.
- National Trails Thames Path Tidal Group, set up in response to the gap in strategic management of the Thames Path in the tidal Thames area. This is a small group consisting of NGOs, regional representatives of the National Trails Management Group (who manage the Thames Path upstream of Teddington), Natural England (who are designating the England Coastal Path which will join up with the Thames Path at Woolwich), Sustrans and the Ramblers Association. Attendance is always 100% due to the small size and we represent the tidal Thames Path at the wider regional meetings. Discussion and outputs inform our work on riverside development, marine planning, public access and recreation.
- Fisheries Action Group has continued to be dormant due to the pandemic heavily affecting the fishing industry and since the European-funded North Thames Fisheries Local Action Group came to end in March 2020. We intend to start convening this group in the next financial year. We intend to disseminate learning from the FLAG project to benefit the other fishing communities and output from a scientific data collection project.
- Thames Learning Group, set up to enable knowledge exchange between educators (individual, corporate and charitable) who are either situated along the Thames or use the Thames as its classroom. Regular attendance is approximately 40 people from a distribution list of 100.

## Delivery of projects

TEP has continued to deliver projects secured last financial year and encompass our charitable objectives

including:

- Full time Coastal Partnerships Officer to support the evolution of the Coastal Partnerships Network enabling knowledge exchange between 87 different Coastal Partnerships and wider initiatives around the UK.
- Wholescape Approach to Marine Management is a European Maritime and Fisheries Fund funded project led by the national Rivers Trust seeking to enable better collaboration between upstream, freshwater Catchment Partnerships with their downstream, Coastal Partnerships for a catchment to coast approach to environmental enhancement work. TEP's role is as the Chair of the CPN to support the collaborative process and the Coastal Partnerships around the UK to engage with the pilot and lessons learned.
- An Estuary Edges legacy project to develop a long term monitoring programme to collect data on intertidal sites through training students and potentially citizen scientists. It includes ongoing engagement with developers and Local Authorities to advocate for more intertidal habitat through riverside development.
- The Greater Thames Fish Migration Roadmap is a community mapping approach to identify and develop whole river solutions to fish migration barriers in rivers throughout the Thames River Basin. This brings flood asset data, environmental data, community needs and development opportunities together in a strategic and impactful way.
- Thames Catchment Community Eels project is a partnership led by Thames Rivers Trust with four Catchment Partnerships led by local Rivers Trusts seeking to map barriers to fish migration for the critically endangered European eel and engage the local communities with the eel's journey. TEP's role is to train the Catchment Partnerships in data management and GIS linking their data into our Greater Thames Fish Migration Roadmap.
- #OneLess campaign, a systems change approach to enable London to stop using single -use plastic water bottles and influence a refill culture by 2021. This is ongoing, and our role is to ensure the learning is disseminated throughout interest areas, connect people and ideas to ensure an integrated approach.
- The Living Thames Documentary, a community funded film co-produced with an independent producer, introduced by Sir David Attenborough and presented by TEP President Chris Baines. It is a journey down the tidal Thames, meeting Thames organisations and businesses along the way and learning about what they do and the environmental recovery and current health of the river. It has been screened by over 50 community groups and in film festivals worldwide winning multiple awards. Two more follow on films are now in development.

## FINANCIAL REVIEW

During the year ended 31 March 2021, total income was £313,242 (2020: £407,933) and net expenditure was £321,633 (2020: £399,307).

### Reserves review including policy

The trustees have adopted a policy to create a reserve of funds which will cover redundancy and three months of its core costs, which are estimated to be £43,000. The reserves are at £84,019 at present and therefore are surpassing our policy level.

### Going concern

The accounts are approved during a period where there is much uncertainty as a result of the emergence and international spread of a coronavirus (COVID-19) however there is no material impact on the charity. The Board of Trustees is of the opinion that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties regarding the Trust's ability to do so.

## RISK MANAGEMENT

The trustees have assessed the major risks to which the charity is exposed, in particular those risks related to the investment strategy - these are included, with mitigating actions, in each iteration of the *Business plan* as well as reviewed regularly at board meetings. They are satisfied that adequate procedures are in place to mitigate exposure to these risks, although it is recognised that systems can only provide reasonable, not absolute, assurance. They have identified the following top 4 risks:

Risk identified	Action taken to mitigate the risk
Internal control risks	Structured procedures for authorisation of all transactions and projects
Income generation	To promote the Trust and encourage donations via the website and Membership
Objectives	Review regularly the impact of the Trust
Staff Retention/Change	To ensure all knowledge is curated and archived and staff report regularly on activity to ensure no knowledge is lost.

### Related parties and relationships with other organisations

TEP receives core funding from the Port of London Authority, Thames Water, Essex County Council and Tideway, and therefore works closely with these organisations to achieve sustainability for the Thames.

TEP usually receives substantial project funding from the Environment Agency and annual sponsorship for the two major events from Jacobs (unable to secure this year due to inability to deliver events).

### Key management personnel

The trustees consider the board of trustees and the senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day to day basis. All trustees give of their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in notes 7 and 12 on the accounts.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Selected suitable accounting policies and then applied them consistently;
- Observed the methods and principles in the Charities SORP;
- Made judgments and estimates that are reasonable and prudent;
- Stated whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepared the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have kept proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and this has enabled them to ensure that the financial statements comply with the Companies Act 2006. They have safeguarded the assets of the charitable company and hence took reasonable steps for the prevention and detection of fraud and other irregularities.

The company is limited by guarantee, and the liability of its member is limited to £1. The total number of such guarantees at 31<sup>st</sup> March 2021 was 4. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

**Independent examination**

Haysmacintyre LLP were appointed as the independent examiners of the charitable company during the year and have expressed their willingness to continue in that capacity.

*David Wylie*

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David Wylie, Treasurer

Date: 21 December 2021

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE THAMES ESTUARY PARTNERSHIP

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I report to the Trustees on my examination of the accounts of Thames Estuary Partnership for the year ended 31 March 2021 which are set out on pages 11 – 21.

### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act"). The trustees are satisfied that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and have chosen instead to have an independent examination.

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charitable company's accounts as carried out under section 145 of the 2011 Act. In carrying out my examination I have followed the requirements of the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### **Independent examiner's statement**

Since the charity's income is in excess of £250,000 your examiner must be a member of a body listed in the 2011 Act. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Siobhan Holmes (Senior Statutory Auditor)  
Haysmacintyre LLP  
10 Queen Street Place  
London  
EC4R 1AG

Date: 23 December 2021

## THAMES ESTUARY PARTNERSHIP

### STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating an Income and Expenditure Account)

#### FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted £	Restricted £	2021 Total £	2020 Total £
<b>Income from:</b>					
Charitable activities	3	48,271	264,954	313,225	374,356
Other trading activities	4	-	-	-	29,916
Investment income	5	17	-	17	56
Other income		-	-	-	3,604
<b>Total income</b>		<u>48,288</u>	<u>264,954</u>	<u>313,242</u>	<u>407,933</u>
<b>Expenditure on:</b>					
Raising funds			-	-	5
Charitable activities:	6	94,088	-	94,088	129,934
Projects		-	227,545	227,545	269,368
<b>Total expenditure</b>		<u>94,088</u>	<u>227,545</u>	<u>321,633</u>	<u>399,307</u>
<b>Net income / (expenditure) for the year</b>		(45,799)	37,409	(8,391)	8,625
Transfers between funds		33,941	(33,941)	-	-
<b>Net movement in funds</b>		<u>(11,858)</u>	<u>3,467</u>	<u>(8,391)</u>	<u>8,625</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		<u>95,877</u>	<u>15,775</u>	<u>111,652</u>	<u>103,027</u>
<b>Total funds carried forward</b>		<u><u>84,019</u></u>	<u><u>19,242</u></u>	<u><u>103,261</u></u>	<u><u>111,652</u></u>

All of the above results are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
The attached notes form part of these financial statements.

**Risk**

The accounts are approved during a period where there is much uncertainty as a result of the emergence and international spread of a coronavirus (COVID-19). The Charity has been able to implement contingency planning arrangements for such circumstances and been able to implement remote working. The ultimate impact of COVID-19 on the UK, the world, the economy and the Charity is yet to be seen. However, through appropriate consideration of risks as part of its normal risk management processes and mitigating actions both already taken and available to be taken, the Trustees consider it appropriate for the going concern basis to be adopted for these accounts

# THAMES ESTUARY PARTNERSHIP

## BALANCE SHEET

AS AT 31 MARCH 2021

	Note	21 21 £	£	21 20 £	£
<b>Current assets:</b>					
Debtors	10	7,833		81,888	
Cash at bank and in hand		<u>167,254</u>		<u>44,594</u>	
		175,087		126,483	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	11	<u>(71,826)</u>		<u>(14,831)</u>	
<b>Net current assets / (liabilities)</b>			<u>103,261</u>		<u>111,652</u>
<b>Total net assets / (liabilities)</b>			<u>103,261</u>		<u>111,652</u>
<b>Funds</b>					
	13				
Restricted funds			19,242		15,775
Unrestricted funds:			<u>84,019</u>		<u>95,878</u>
<b>Total funds</b>			<u>103,261</u>		<u>111,652</u>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 21 December 2021  
and signed on their behalf by:



**Phil Stride**  
Trustee



**David Wylie**  
Treasurer

**Company registration no. 3807387**

The attached notes form part of the financial statements.

**1 Accounting policies**

**a) Basis of preparation**

The Thames Estuary Partnership is a registered Charity (no 1083199) and a Company Limited by Guarantee (no: 03807387). Registered office: UCL (University College London), 26 Bedford Way, London WC1H 0AP. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 -(Charities SORP FRS 102) (Second bulletin effective January 2019) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

**b) Going concern**

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. The charity has considered its contingency plans as a result of Covid19, and the Trustees believe this will be sufficient to continue as a going concern. The charity has a low level of forward expenditure commitments, so can readily adjust to changes in income received. The charity therefore continues to adopt the going concern basis in preparing its financial statements. The financial statements do not include the adjustments that would result if the charity was unable to continue as a going concern.

**c) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Income received in advance for the provision of specified service is deferred until the criteria for income recognition are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

**d) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

**e) Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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**f) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

The Company is not registered for VAT and expenses inflated by VAT cannot be recovered. VAT is charged as a cost against the activity for which the expenditure was incurred.

**h) 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 Trusts artistic programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 7.

**i) Debtors**

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

**j) Cash at bank and in hand**

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

**k) 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.

THAMES ESTUARY PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

2 Comparative Statement of Financial Activities 2020

	2020	2020	2020
	Unrestricted	Restricted	Total
	£	£	£
<b>Income from:</b>			
Charitable activities:	106,317	268,039	374,356
Other trading activities	29,916	-	29,916
Investments	56	-	56
Other income	3,604	-	3,604
<b>Total income</b>	<u>139,893</u>	<u>268,039</u>	<u>407,933</u>
<b>Expenditure on:</b>			
Charitable activities:	129,939	269,368	399,307
<b>Total expenditure</b>	<u>129,939</u>	<u>269,368</u>	<u>399,307</u>
<b>Net income for the year</b>	9,954	(1,329)	8,625
			-
Gross transfers between funds	24,892	(24,892)	-
<b>Net movement in funds</b>	<u>34,846</u>	<u>(26,221)</u>	<u>8,625</u>
Total funds brought forward	61,031	41,996	103,027
<b>Total funds carried forward</b>	<u>95,876</u>	<u>15,775</u>	<u>111,652</u>

3 Income from charitable activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Core Funding	48,271	-	48,271	106,317	-	106,317
Project Funding	-	264,954	264,954	-	268,039	268,039
<b>Total income from charitable activities</b>	<u>48,271</u>	<u>264,954</u>	<u>313,225</u>	<u>106,317</u>	<u>268,039</u>	<u>374,356</u>

4 Income from other trading activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Summer Event	-	-	-	7,340	-	7,340
Annual Forum	-	-	-	22,576	-	22,576
Talk of the Thames	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>29,916</u>	<u>-</u>	<u>29,916</u>

6 Analysis of expenditure

	Charitable activities			Governance costs	2021
	Project		Support costs		
	£	£	£		
Staff costs	147,936		59,906	3,272	211,114
Other Project Costs	79,609		-	-	79,609
Event Cost	-	-	768	-	768
Office cost	-	-	6,836	-	6,836
Finance	-	-	12,386	-	12,386
Other Staff Costs	-	-	8,159	-	8,159
Governance Costs	-	-	-	2,762	2,762
	<u>227,545</u>	<u>-</u>	<u>88,054</u>	<u>6,034</u>	<u>321,633</u>
Support costs	-	88,054	(88,054)	-	-
Governance costs	-	6,034	-	(6,034)	-
	<u>227,545</u>	<u>94,088</u>	<u>-</u>	<u>-</u>	<u>321,633</u>

	Charitable activities 2020			Governance costs	2020
	Project		Support costs		
	£	£	£		
Staff costs	161,583		74,780	2,466	238,789
Other Project Costs	107,785		-	-	107,785
Event Cost	-	-	34,679	-	34,679
Office cost	-	-	11,197	-	11,197
Finance	-	-	814	-	814
Other Staff Costs	-	-	3,219	-	3,219
Governance Costs	-	-	-	2,825	2,825
	<u>269,368</u>	<u>-</u>	<u>124,689</u>	<u>5,250</u>	<u>399,307</u>
Support costs	-	124,689	(124,689)	-	-
Governance costs	-	5,250	-	(5,250)	-
	<u>269,368</u>	<u>129,939</u>	<u>-</u>	<u>-</u>	<u>399,307</u>

The result for the year is stated after charging:  
Independent examiner's remuneration

2021  
2,640

2020  
2,546

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

**7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	195,982	221,389
Social security costs	15,131	17,399
	<u>211,114</u>	<u>238,789</u>

No employees received employee benefit (excluding employer pension) during the year.

The total employee benefits including pension contributions of the key management personnel were £32,715 (2020: £24,255).

The charity trustees were not paid or received any other benefits from employment with the Trust in the year £nil (2020:£nil) They were reimbursed expenses during the year £Nil (2020: £194). No charity trustee received payment for professional or other services supplied to the charity £nil (2020: £nil).

**Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021	2020
	No.	No.
Charitable activities	7	7
	<u>7</u>	<u>7</u>

There were no employees with emoluments above £60,000 (2020: none)

## THAMES ESTUARY PARTNERSHIP

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2021

#### 8 Taxation

Thames Estuary Partnership is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as they fall within the various exemptions available to registered charities.

#### 9 Debtors

	2020	2019
	£	£
Trade debtors	7,550	24,990
Prepayments	1,278	1,245
Accrued Income Receivable	-	56,649
	<u>8,828</u>	<u>82,883</u>

#### 10 Creditors: amounts falling due within one year

	2020	2019
	£	£
Trade creditors	-	-
Taxation and social security	5,286	4,713
Other creditors	50,000	3,672
Accruals	16,540	6,446
Deferred income	-	-
	<u>71,826</u>	<u>14,831</u>

TEP secured a Bounce Back Loan of £50000 from the Government as part of the Covid-19 emergency funding measures for businesses due to the loss of two restricted revenue funding allocations and concerns over the organisational budget. This was a safety measure to support TEP during the pandemic while replacement funds were secured. The BBL terms are:

- Loan of £50000 with no repayment or interest accrued over the first 12 months. The interest free offer expires 06/09/2021 and thereafter will accrue interest at 2.5% fixed interest rate over a six-year term equalling approximately £2355 in interest over that term.
- Payment holidays can be made up three times within that time period and the loan can be extended to ten years should it be required.
- The Board agreed to undertake the loan with reviews quarterly at the Finance Sub Committee and decisions on whether to retain or repay the loan being made at Board level.
- At the time of the end of year accounts 2020/21, this loan remains untouched and is held in TEP's deposit account.

#### 11 Related Party Transactions

In the opinion of the directors, the charitable company is not subject to overall control by any party.

The Port of London Authority, Thames Water, the Environment Agency and Essex County Council are members of the charitable company and they provide core funding to the charity. Natural England and the Corporation of London are also members of the charitable company.

Details of Trustee remuneration and expenses are contained within note 7.

University College London ("UCL"), whilst not a member of the company, may be said to hold significant influence over the charitable company as they provide core funded staff (the Executive Director) and certain office services, the costs of which are refunded to UCL on a quarterly basis. UCL also provides office accommodation to the Partnership without charge

The company is limited by guarantee, and the liability of its member is limited to £1. The company has 4 members (2020: 4 members).

THAMES ESTUARY PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

12 Movements in funds

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Environment Agency - RoadMap	-	27,812	17,714	(4,635)	5,463
CGF -OneLess	-	2,000	2,000	-	-
Environment Agency YTT - Catchment Partnership Fund	-	7,500	7,000	-	500
CGF Marine CoLABoration	-	1,600	1,600	-	-
Environment Agency-Citizen Fish(Estuary Edges)	-	21,398	16,193	(5,205)	-
European Union MMO-FLAG Data Officer	-	426	-	(426)	-
John Ellerman-CPN	1,233	31,600	31,356	-	1,477
The Rivers Trust-WAMM	14,541	30,000	28,834	(11,976)	3,731
Environment Agency Rememare	-	9,918	7,891	(1,294)	733
CGF -CPN	-	80,000	69,033	(10,406)	561
Rivers Trust-CaBA	-	4,000	4,000	-	-
National Lottery Heritage Emergency Fund	-	48,700	41,924	-	6,776
<b>Total restricted funds</b>	<b>15,775</b>	<b>264,954</b>	<b>227,545</b>	<b>(33,941)</b>	<b>19,242</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	95,878	48,288	94,088	33,941	84,019
<b>Total unrestricted funds</b>	<b>95,878</b>	<b>48,288</b>	<b>94,088</b>	<b>33,941</b>	<b>84,019</b>
<b>Total funds including pension fund</b>	<b>111,652</b>	<b>313,242</b>	<b>321,633</b>	<b>-</b>	<b>103,261</b>

Comparison movements in funds 2020

	At the start of the year £	Income & gains £	Expenditure & losses £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
EA - RoadMap	-	47,961	47,945	(17)	-
CGF-Oneless	-	5,000	4,074	(926)	-
European Union MMO	-	41,769	52,732	10,964	-
Environment Agency YTT - Catchment partnership Fund	9,393	7,500	14,497	(2,397)	-
Calouste Living Thames	0	7,800	6,985	(815)	-
UCL-Thames Monitoring project	125	4,221	3,992	(354)	-
MMO-Marine Spatial Plan	4,170	4,975	2,200	(6,945)	-
Environment Agency-Citizen Fish	22,026	31,850	28,275	(25,601)	-
MMO-Flag Data officer	-	16,721	17,919	1,198	-
MMO & John Ellerman-Coastal Partnership	6,281	35,638	40,686	-	1,233
The Rivers Trust-WAMM	-	33,000	18,459	-	14,541
European Union MMO-Leigh branding	-	31,604	31,604	-	-
<b>Total restricted funds</b>	<b>41,996</b>	<b>203,434</b>	<b>219,306</b>	<b>(24,892)</b>	<b>15,775</b>
	61,031	139,894	129,939	24,892	95,878
<b>Total unrestricted funds</b>	<b>61,031</b>	<b>139,894</b>	<b>129,939</b>	<b>24,892</b>	<b>95,878</b>
<b>Pension fund</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total funds including pension fund</b>	<b>103,027</b>	<b>343,328</b>	<b>349,245</b>	<b>-</b>	<b>111,652</b>

**13 Movements in funds continued**

**Purposes of restricted funds**

Each of the restricted projects to be described in more detail below and explain any transfers.

**Environment Agency - Roadmap** - to deliver the Greater Thames Fish Migration Roadmap. This is a large scale project covering the Thames River Basin (all the tidal Thames and up to 30km upstream of the tidal extents of all the tributaries) to map spatial data about barriers to fish migration. We will use this 'roadmap' to engage communities and create fish migration passage plans and prioritise rivers for work. This will also help identify opportunities for environmental enhancements to be delivered as part of commercial riverside development and places where additional public space and access and habitat can be created.

**Oak Foundation/Gulbenkian #OneLess Campaign** - To support the campaign to enable London to eliminate the use of single-use plastic water bottles and reduce the amount of plastic pollution entering the ocean via the Thames. We do this through helping disseminate learning, advocating for the approach and bringing in organisations seeking to achieve the system change necessary to fulfil the objectives. We look for opportunities to scale the project to national level through the Coastal Partnerships Network.

**Environment Agency - Catchment Partnership** - to co-host the Your Tidal Thames Catchment Partnership in collaboration with Thames21 and seek to help improve water quality and create habitat.

**Calouste Marine CoLABoration** - funded time from Calouste Gulbenkian Foundation to be a member of the Marine CoLABoration and drive forward the Horizon Scanning workstream.

**Environment Agency - Estuary Edges (previously Citizen Fish)** - to develop long term monitoring programme of ecological surveys across the Estuary Edges sites through developing post graduate student training days and citizen science.

**MMO - FLAG Data Officer** - to complete data analysis on the existing environmental data publicly available on the Thames to identify trends and compare fisheries data from the last 25 years.

**John Ellerman - Coastal Partnership Network (CPN)** - to provide a dedicated national Coastal Partnerships Officer to coordinate the knowledge exchange and partnership working between 87 Coastal Partnerships and wider coastal initiatives around the UK.

**The Rivers Trust - WAMM** - Wholescape Approach to Marine Management (WAMM) is a national project to improve collaboration between Catchment and Coastal Partnerships for whole catchment management. This is to improve water quality and river/estuary habitat across an entire river corridor source to sea.

**Environment Agency - ReMeMaRe** - Restoring Meadows, Marsh and Reef (ReMeMaRe) is a national project to restore coastal habitats for climate resilience in line with the Government's 25 Year Environment Plan targets. We support the national EA estuaries and coasts

**CGF - CPN** - strategic development of the Coastal Partnerships Network (CPN) to evolve from a volunteer run network to a professionalised one working with a facilitator to complete a Theory of Change and establish a 10-Year Strategy and 5 year Business

**Rivers Trust - CaBA** - Chairing a national Estuaries and Coasts Working Group to further work to improve the water quality and restore habitats in estuaries and coasts under the Catchment Based Approach.

**National Lottery Heritage Emergency Fund** - crisis funding to support TEP during Covid-19 secured to support improvement of our digital communications and start an organisational strategy refresh.

**Transfers of funds between restricted income and unrestricted income are completed where there has been an underspend or overspend as per grant agreements.**

THAMES ESTUARY PARTNERSHIP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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14. Analysis of net assets between funds

	2021	2021	2021	2020
	Restricted	Unrestricted	Total	Restricted
Debtors	-	7,833	7,833	-
Cash and bank	19,242	148,012	167,254	15,775
Creditors	-	- 71,826	- 71,826	-

15 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.