WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales · Charity number 1155374

Details

Status	Registered
Legal form	Charitable company
Company number	08809187
Registered	2014-01-17
Register	View on the Charity Commission register

Contact

Address	Wentworth Woodhouse Wentworth Rotherham South Yorkshire S62 7TQ
Phone	01226351161
Email	info@wentworthwoodhouse.org.uk
Website	wentworthwoodhouse.org.uk

Activities

Objects: THE OBJECTS OF THE CHARITY ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:TO ACQUIRE AND PRESERVE FOR THE BENEFIT OF THE NATION, THE WHOLE OR ANY PART OR PARTS OF THE BUILDINGS, GROUNDS AND SURROUNDING LAND KNOWN AS WENTWORTH WOODHOUSE IN THE METROPOLITAN BOROUGH OF ROTHERHAM AND WHICH ARE OF SPECIAL HISTORICAL, ARCHITECTURAL AND CONSTRUCTIONAL HERITAGE AND INTEREST ("THE BUILDING") TOGETHER WITH SUCH FIXTURES, FITTINGS, FURNITURE, PICTURES AND OTHER CHATTELS ("THE CONTENTS") AS ARE CONTAINED WITHIN OR FORM PART OF THE BUILDING AND WHICH ARE IN THEIR OWN RIGHT OR BY ASSOCIATION WITH THE BUILDING OBJECTS OF PARTICULAR HISTORICAL, ARCHITECTURAL OR ARTISTIC INTEREST.

Activities: THE WENTWORTH WOODHOUSE PRESERVATION TRUST IS A CHARITABLE COMPANY LIMITED BY GUARANTEE AND HAS BEEN ESTABLISHED TO SECURE A LONG TERM FUTURE FOR WENTWORTH WOODHOUSE.

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Classification

- **How:** Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** The General Public/mankind

Geography

- Rotherham

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,131,715	£7,489,501	£8,823,916	109
2024-03-31	£7,242,339	£7,259,707	£9,181,702	102
2023-03-31	£6,036,882	£6,009,103	£9,199,070	90
2022-03-31	£4,421,617	£4,704,661	£9,171,291	59
2021-03-31	£3,925,404	£4,981,601	£9,454,335	54

Trustees

Name	Role	Appointed
ALEXANDER WILLIAM JAMES DAVIES-TERRY		2024-12-06
ANDREW DAVID WILLIAM SHEPHERD		2020-10-13
Bronwen Jeanette Knight		2021-04-20
Cosima Towneley		2026-03-17
David Sutton		2026-01-20
John Christopher Caldwell		2018-11-20
Matthew James Warren Hirst		2021-04-20
Richard Jeffrey Outhwaite		2022-03-22
Timothy John Cooke OBE		2017-06-01
Wendy Howard		2025-10-01

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Linked charities

- WENTWORTH WOODHOUSE PROPERTY TRUST (1155374-1)

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WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales - Charity number 1155374

Accounts

Registered number: 08809187
Charity number: 1155374

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

Document ID: 433af03696ebcf3ca9e75a9af0790a0f56ea489fc983035a814b2b5d7a7d8980

WENTWORTH WOODHOUSE PRESERVATION TRUST
(A company limited by guarantee)

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS

FOR THE YEAR ENDED 31 MARCH 2025

Trustees	Dame Julie Kenny DBE DL, Chair (deceased 21 February 2025) Mr Timothy Cooke OBE, Chair Mrs Toni Beevers (nee Paxford) (resigned 6 December 2024) Mr John Caldwell, Chair - Finance Committee Mr Alexander Davies-Terry (appointed 6 December 2024) Mr Martin Drury CBE Mr Matthew Hirst Mrs Bronwen Knight Sir Philip Naylor-Leyland Bt (resigned 6 December 2024) Mr Richard Outhwaite Mr Andrew Shepherd Ms Silethokuhle Sibande (resigned 6 December 2024) Mr Darren Baker (appointed 30 July 2024; resigned 15 July 2025) Mrs Wendy Howard (appointed 1 October 2025)
Company registered number	08809187
Charity registered number	1155374
Registered office	Wentworth Woodhouse Wentworth Rotherham South Yorkshire S62 7TQ
Independent auditor	BHP LLP Albert Works Sidney Street Sheffield S1 4RG
Bankers	Barclays Bank plc Church Street Peterborough LE87 2BB

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A Message from the Chair

On 21st February 2025, Dame Julie Kenny DBE, DL died after a short illness. She was 67. Julie had chaired the Wentworth Woodhouse Preservation Trust from 2014. She brought her considerable business acumen and knowledge of corporate governance to the role, ensuring that our meetings were brisk, focussed, purposeful and supported by regular financial information.

Above and beyond these important capabilities, Julie had an unrivalled passion and commitment to the project, a determination to restore the house, to ensure it is a catalyst for positive change and a source of pride for the local community.

Julie will be greatly missed by former trustees and by all of us who are currently committed to the house and its future and who now will carry her unique legacy forward.

Timothy Cooke OBE

Chairman

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The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

Our Trustees

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year end since the year end were:

Dame Julie Kenny DBE DL, Chair (deceased 21 February 2025)
Mr Timothy Cooke OBE, Chair
Mrs Toni Beevers (nee Paxford) (resigned 6 December 2024)
Mr John Caldwell, Chair - Finance Committee Chair
Mr Alexander Davies-Terry (appointed 6 December 2024)
Mr Martin Drury CBE
Mr Matthew Hirst
Mrs Bronwen Knight
Sir Philip Naylor-Leyland Bt (resigned 6 December 2024)
Mr Richard Outhwaite
Mr Andrew Shepherd
Ms Silethokuhle Sibande (resigned 6 December 2024)
Mr Darren Baker (appointed 30 July 2024; resigned 15 July 2025)
Mrs Wendy Howard (appointed 1 October 2025)

Overview

After an incredibly tough year in 23/24, the team at Wentworth Woodhouse were tasked with turning the tide to avoid any further corrosion of reserves in 24/25. This thankfully, has been achieved with a far more positive result in the year covered in this report. Lots of much needed preparation has gone into planning the next phase of major capital works on site, with the Heritage Skills Centre, the Chapel and upgrade of the visitor journey planned for development in the coming 3 years. Our cultural offer continues to flourish, with world class exhibitions and community engagement programs. Our volunteer and visitor numbers continue to grow. The Trust is committed to evaluating its work and always seeks to improve its services, though the astonishing number of awards won and grants awarded this year would indicate that we continue to be seen as trailblazers of the heritage sector. None of this would be possible without the help of our funders and donors, and most particularly the National Trust, who continue to be by our side, providing us with much needed expertise, advice and funding.

Conserving and Regenerating our Site

Whilst it may have appeared a quiet year in terms of major capital development on site, behind the scenes several projects have been progressing. Thanks to a generous donation from the estate of Margaret Vickers, restoration of the Rose Garden took place with conservation repairs to the stone copings, wrought iron railings and pathways, in addition to the introduction of steel borders to the beds and the installation of a new summer house. An opening ceremony took place in June 25 with Margaret's family in attendance. Our thanks go to Margaret's partner Audrey Morris and also to David Austin Roses for supporting the project with their very special plants.

Staying in the gardens, work began on the Sunken Garden funded through the Survive and Thrive project. We hope the garden will open in the spring of 2026.

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The Elizabeth Cayzer Charitable Trust continued to support work on site; this year the restoration of the railings on the West Front steps was completed and they look marvellous. Our thanks goes to Elizabeth and her trustees and also to Andrew Renwick at Ridgeway Forge for his incredible work.

Our in-house team completed full repairs to two of the sash windows on the West Front, just a further 998 to go!

The first stage of works to Basin Court, one of our inner courtyards took place this year with stripping and decoration of the walls to its north side. We await the outcome of a listed building consent application for a ramp to be fitted which will allow us to open up the courtyard for outdoor dining in 2026.

As part of the Chapel project the paintings were removed for restoration; much of the development phase of this project is now complete and we hope to begin work in the Chapel as soon as the funds are raised. Our Heritage Skills Training Centre at the Stables will now move into development phase as funding applications to the Architectural Heritage Fund and the Swire Foundation, made within the period of this report have been successful and detailed planning work can get underway.

Exhibitions

Our blockbuster exhibition this year was 'Stubbs: Beneath the Surface', made possible by grant funding from Arts Council England and loans from several institutions and a private collection. The exhibition was seen by over 13,000 visitors with a high proportion of first-time visitors. It was the first major exhibition curated in-house by the Wentworth Woodhouse team and a curator consultant. It included borrowing paintings under the Government Indemnity Scheme and our first loan from overseas. Positive relationships were built with artists, museums, and galleries, including independent commercial galleries and lenders.

A key element of the exhibition was staff and volunteer skills development, including a grant award for our Exhibition and Interpretation Manager to undertake the 'Develop your Creative Practice' training.
We received overwhelmingly positive feedback from visitors and art and museum professionals:

- "…*with intelligence and verve, Beneath the Surface sheds a collective light on why Stubbs's work has a universal, contemporary relevance, three centuries after his birth*…" The Art Newspaper
- "*Thought provoking, informative, imaginative…*" Visitor feedback
- "*A truly beautiful exhibition*" Visitor feedback
- "*The juxtaposition of Stubbs's fabulous work and contemporary work influenced by him was inspiring*" Visitor feedback
- "*What a triumph and a truly fantastic exhibition*…" sector peer Gareth Williams – Weston Park
- Press included Yorkshire Post weekend magazine and Country Life magazine

Grant funding from Arts Council England of £29,999 allowed us to develop a rich community engagement programme around the exhibition which included :

- Local artist Richard Johnson, working with charity, Artworks South Yorkshire, to produce Stubbs' inspired artworks in the Old Hall.
- Students from Swinton and Aston academy created family activities.
- Students from Wales Academy engaged in workshops with the Artist in Residence.
- Vox pops interviews with a variety of people that worked with horses including equine therapists, jockeys and veterinarians.

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A Public Programme including:

- Horse Drawn – artists workshop – life drawing with a horse in the West Front Gardens.
- Understanding Stubbs – specific tours on Stubbs and the Marquis of Rockingham led by the research volunteers.

In terms of lessons learned, the exhibition allowed a greater understanding of required infrastructure and resources to deliver an exhibition of this scale. We had expected to reach 20,000 visitors and so our first major show enabled a more accurate picture to support future marketing and projections. We also believe that our marketing could have been deployed more effectively for the exhibition.

Our Community Exhibition

In June 24 we opened our coal mining exhibition, co-created by our research volunteers and the local community. This exhibition presented a people-led community exhibition with a strong emotional impact and included loans from local institutions including Barnsley Museums.

As part of the exhibition, we did our first ever community call out for loans and stories that were included in the exhibition; this resulted in building stronger links with the local community and those that have connections to the heritage of the house. This was our first exhibition that was fully supported by the research volunteers including research, community day support, interpretation writing and installation, which resulted in upskilling of volunteers including enhanced research skills and exhibition writing.

It was wonderful to put items from our archive collection on display for the first time.
Programming around the exhibition included a miner's coffee morning and a miner's folk night, both of which were very well received by visitors, many of whom came from miners' families.

65% of visitor feedback expressed positive comments or an emotional connection to the exhibition:

- *The exhibition brought back fond memories of my dad's time down the pit;*
- *This is REAL history!*
- *A fascinating insight into a bit of South Yorkshire I have not seen before;*
- *Seeing Alan's Dad's story made us feel so emotional. Thank you for all you have done to share his story.*

As always, there were important lessons learned from the exhibition. General accessibility features could have been improved including lighter settings for the text to be read and cases that allowed the objects to be seen more clearly. The high level of press interest generated visitors to the exhibition, however some expressed disappointment in the scale of the exhibition. Consideration on how to describe future exhibitions in the future will help to manage expectations.

Other exhibitions across the year included the Rockingham Pottery Exhibition: Flora and Fauna and Dig where you Stand pop up for Halloween.

Engagement

As a key partner in the 2025 Children's Capital of Culture in Rotherham, we worked with three young trainees, one of whom, Becky Foster helped us to prepare for the House of Fun which went live in the summer of 25. Preparation for the exhibition took place across the year as over 100 children and young people worked on the development of the co-produced show.

The Camellia House Activity Plan ended as the Camellia House opened its doors. The Activity Plan, known as the CHAP, was a huge success as the evaluation data below clearly shows.

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Target	Actual
900 participants in art and gardening activities for wellbeing	90 gardening volunteers each week 150 corporate volunteers in 2023-24 369 visits by community groups 47 family volunteers took part in Forest of Bewilderment consultation 149 Art in Teahouse 126 participants in Memory Café TOTAL = 931
230 people on placements and volunteering	155 college and university students on placement 240 gardening and corporate volunteers TOTAL = 395
1,850 school pupils on visits, including 180 with special educational needs	2434 school pupils; 383 with special educational needs TOTAL = 2,434
2,000 people attend ticketed events	193 tickets sold for After Hours events in 2023/24: Bat Night, Astronomy Night, Nature walks, Dawn Chorus 2,401 tickets sold for the WE Wonder events in 2023/2024, including Basant Festival 126 tickets sold for Memory Café in 2024 35 tickets sold for Nature Discovery sessions in 23/24 32 tickets sold for How do you take your tea? TOTAL = 2,787
200 young people will achieve Wentworth Woodhouse Challenge Badge for guides and scouts	203 young people have achieved the badge TOTAL = 203
Hundreds of professionals from community organisations, charities and schools coming together for networking events	100 people took part in Creative Health Day 12 people served on Basant Panel 78 people attended four Inspire & Connect events 10 people attended bi-monthly Community Inclusion Panel TOTAL = 200
Thousands connecting digitally through films, digital tours etc.	5000 YouTube followers 32,900 views for films documenting restoration of Camellia House 26,231 views for films exploring the history of the Camellia House, menagerie and gardens, as well as education and community engagement. TOTAL = 59,131 views

A very full evaluation of the project took place and is available on request.

Events created as part of the Activity Plan also included Army Days, Tea Talk, the Basant Festival (WE Wonder), Breakout Arts Performance, Learn it Make it Sell it, Scholars Treat, Art in the Tea House and Camellia Quest with ArtWorks.

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Press Coverage Received

7 July 2024
Rics Award Win for Camellia House at Wentworth Woodhouse (e-architect)

19 July 2024
Restoration of Wentworth Woodhouse's Camellia House wins RICS regional award (The Star (Sheffield))

July 2024
Camellia House at Wentworth Woodhouse Wins RICS Regional Award (Amazing Architecture)

10 September 2024
Restoration of Wentworth Woodhouse's Camellia House wins RICS regional award (Rother Life (online))

15 October 2024
Restoration of Wentworth Woodhouse's Camellia House wins prestigious Georgian Group award (Heritage Trust Network)

18 October 2024
Multi-million pound restoration at historic home wins leading award (Barnsley Chronicle)

15 October 2024
Stately home tea room restoration recognised (BBC News)

July 2024
Restoration of Wentworth Woodhouse's Camellia House wins RICS regional award
(https://www.e-architect.com/england/camellia-house-wentworth-woodhouse-south-yorkshire)

June 2025
Europa Nostra award in Conservation and Adaptive Reuse category
(https://www.europeanheritageawards.eu/winners/camellia-house/)

June 2025
Architects' Journal Community Impact of the Year 2025 winner
(https://www.architectsjournal.co.uk/news/aj100-community-impact-of-the-year-2025-winner-revealed)

Place Partnership funding

We were awarded Place Partnership funding in October 2024, through Arts Council England's Place Partnership programme. This funding was awarded to a consortium of partners in Rotherham, led by Rotherham Metropolitan Borough Council, and is part of the Children's Capital of Culture programme. Wentworth Woodhouse is leading on the Creative Health strand of the work. We continue to deliver activities in the garden that improve the health and wellbeing of children and young people.

Creative Health Symposium

We hosted the first Rotherham Creative Health Symposium in June 2024. This brought together health and creative practitioners to shape the action plan for the Rotherham Creative Health Board. This recognises our key role in the development of Creative Health in Rotherham.

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Tours

During this year we launched new tours including Top to Bottom and After Hours. The Top to Bottom tours completely sold out and we may repeat these again in the future. We also ran Women of Wentworth, Lady Mabel and Behind the Scenes, which continues to be our most popular tour. Candlelit Tours continue to be popular too.

Archives and Collections

We were awarded funding by the National Archives through the Engagement Grant programme. The project worked with research volunteers and a newly formed youth panel to share place-based stories, as well as provide public access to the archive for the first time. We delivered the first Afternoon in the Archives sessions to the public in 2024, which were sell out sessions.

We began cataloguing the archival collection with volunteers who received training in cataloguing and handling historical objects. They have now catalogued over 1,000 items.

Digital

This year we were awarded funding from the National Lottery Heritage fund for the Perception Busters programme which allowed us to appoint Lorraine Camm as our first full time Digital Lead. The project involves our 2025 Children's Capital of Culture young trainee producers Mrat Frezghi and Louise Webb working together to create four films that bust myths about the heritage sector, to be screened at a Film Festival and Premiere in November 25. The project also includes the development of Wentworth Woodhouse's first digital strategy, an integral next step in delivery of our Culture Strategy.

The digital department also delivered the Film Makers Club and the Film Club Summer Camp, designed to engage junior aged pupils in film making.

Events

We delivered a packed programmes of events in across this year including

JCB Event, Easter Trail, the Mayor's Ball, the Lady Mabel Annual Reunion, Outdoor Theatre, Colourscape Family Arts Festival, Car Show, Adventure Cinema, 3 School Proms, the Great British Food Festival and the Austin Owners' Club. Once again, we delivered the Christmas Light Trail with over 14,000 visitors attending despite the challenges of the weather!

Eight couples were married at Wentworth Woodhouse, Cub and Beaver camps took place, Brownies visited, as did numerous schools including Brinsworth Howarth, Brinsworth Whitehill Primary, Rawmarsh Thorogate Primary, Greasbrough School, Winterhill School (Governors' Awards), The Willows, Greenhead College and Wales High School. We welcome education groups from across the UK but particularly enjoy seeing local school engage with their heritage at Wentworth.

Fundraising events included the Quiz the Follies Challenge, a series of very successful Car Boot sales, our Big House Heroes campaign. A Fascinator Workshop, our very popular D Day 1940s event and Night at the West End. The Black Diamonds Ball raised almost £30,000, and many other fundraising events sold out and added much need funds to our fundraising budget. Other highlights included the Murder Mystery Evening, Thurnscoe Male Voice Choir, A Christmas Carol performed by Gerald Dickens, Burns Night, wine and cheese tasting and Gin and Jazz.

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Volunteering

Our volunteers continue to be the backbone of Wentworth Woodhouse providing an incredible 39,808 hours of volunteering between April 2024 and the end of March 2025, including our record breaking month of August 2024 which alone saw 4,047 hours of volunteering across a wide range of roles. The purchase of an eBus to help our visitors who need support to access the site resulted in a new volunteering role of eBus Driver, providing access for both visitors to the house and diners at the Camellia House. Our volunteers' input extends beyond their allocated roles within the house and garden; over the course of this year they also took part in Health and Safety Training and Customer Experience Training, and some featured in the BBC1 documentary, *Our Yorkshire Stately Home* which provided a national platform from which to promote our work. The show, aired on a Friday evening in a primetime slot, was watched by millions of people, and illustrated movingly the power of our warm Yorkshire welcome.

Gardens

This has been a year of remarkable growth, creativity, and collaboration within the Wentworth Woodhouse gardens. Supported by a strong and dedicated team of over 80 volunteers, the gardens have continued to flourish as a place of learning, wellbeing, and community engagement.

Through innovative partnerships, sustainable practices, and inspiring educational initiatives, the team has delivered a diverse range of projects that not only enhance the visitor experience but also reinforce the gardens' role as a space for heritage, nature, and people to thrive together.

Community Garden Development

The Community Garden Project has continued to evolve as a hub for learning, inclusion, and sustainable growing. Designed to be accessible and engaging for volunteers, local groups, and corporate visitors, the project has embedded a holistic approach to gardening, combining food production, wellbeing, and enterprise.

Over the past year, growing spaces were developed across the polytunnels and greenhouse for both produce and cut flowers. Composting and rainwater harvesting systems were installed to promote sustainability.

A plant-to-plate enterprise was successfully launched, supplying fresh produce to the catering department, and a series of hands-on workshops were delivered for community groups in line with the Paid Partnership programme.

The project has established a fully functional and sustainable growing infrastructure and created a new partnership in – house with our food and beverage department. Educational and wellbeing workshops have increased local participation and awareness, helping to strengthen community ties. Balancing operational demands with engagement and learning delivery has been an ongoing consideration, as has integrating sustainability measures within tight budget constraints.

Garden and Corporate Volunteers

Volunteers remain at the heart of the gardens' success. Throughout 2024/25, a focused recruitment and engagement drive expanded the volunteer base and strengthened partnerships with corporate groups, helping to build a resilient, skilled, and passionate community.

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Volunteer recruitment initiatives led to the formation of project-based teams with diverse skills, and new corporate volunteering opportunities were introduced to encourage long-term partnerships. A voluntary contributions model was also developed to support garden maintenance and tool replacement, fostering a sense of shared responsibility and investment in the gardens' future.

The year saw 26 new volunteers join in March.

Garden Improvement Projects

Throughout the period covered in this report, several key improvement projects were delivered to enhance both the visitor experience and volunteer engagement within the gardens. The year saw significant progress in planning and implementing improved garden signage to support visitor wayfinding, alongside the development of a rotational volunteer system designed to encourage learning and ownership across different garden areas.

Educational programmes focusing on pollinators were delivered, culminating in the creation of an integrated art installation that combined creativity with ecological awareness.

A particularly successful collaboration with a local steel manufacturer resulted in the production of bespoke garden signage free of charge, demonstrating the value of local partnerships. The new rotational volunteer system increased engagement and provided opportunities for skill sharing and personal development.

Maintaining continuity of garden operations while balancing volunteer availability has been an ongoing consideration, as has the coordination of external partnerships within the seasonal rhythm of the gardens' work.

Garden Events and Engagement

This year we saw the continued success of the gardens' vibrant events programme, connecting visitors, volunteers, and community groups through celebration, learning, and creativity.

Over the year we hosted Bat Nights, Hive Writers, The Light in a Tea Cup exhibition, Nature Discovery Sessions, Wildlife Trust Workshops, Nature Walks, Painting Workshops and Astronomy Nights.

The Beltane Festival was delivered in partnership with a range of local organisations. The week-long event offered cultural and holistic experiences that engaged a wide audience and celebrated the connection between nature, creativity, and wellbeing.

Alongside major events, the gardens also delivered a range of wellbeing and educational programmes for community groups, while producing new strategic proposals to streamline garden maintenance processes.

These programmes have fostered inclusion, learning, and wellbeing, strengthening the role of the gardens as a space for connection and creativity. Coordinating volunteers and partner organisations for large-scale events presented logistical challenges, as did maintaining visitor engagement during busy operational periods, but the success of each event demonstrated the dedication and adaptability of the team.

2025 has demonstrated the strength, creativity, and dedication of the Wentworth Woodhouse Gardens team and its volunteers. Through collaboration, innovation, and community spirit, we have continued to build gardens that inspire, educate, and connect. As we look ahead to 2026, our focus remains on sustainability, inclusion, and education, ensuring the gardens continue to grow as a place where people, plants, and purpose thrive together.

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Grants Awarded

Children's Capital of Culture	RMBC -Re Rotherham Show	£ 2,000.00
Film School (Easter 2025)	RMBC	£ 1,911.35
Perception Busters	NLHF	£ 132,800.00
	RMBC (CCoc)	£ 44,449.60
Art Installation (Pollinator)	James Neill Trust Fund	£ 3,000.00
Core Costs	EFCT (Sir Philip Naylor-Leyland)	£ 25,000.00
Core Costs	National Trust	£ 250,000.00
Community Garden	The Kilroot Foundation	£ 10,000.00
Community Cube Garden at RHS Show	RHS	£ 3,000.00
Survive & Thrive	NLHF	£ 248,220.00
	World Monument Fund	£ 15,000.00
House of Fun (includes We Wonder 25)	ACE	£ 99,999.00
Overmantel Painting Project	Aldama Foundation	£ 10,000.00
Hanging Equipment GIS Rooms	Foyle Foundation	£ 20,000.00

Awards Received	The Camellia House
2024	
RICS Regional Award – Refurbishment / Revitalisation Award	(Donald Insall Associates)
Sheffield Business School & Help To Grow: Management Alumni	Best Marketing Campaign
Georgian Group 2024	Best re-use of a Georgian building
2025	
Architects Accredited in Building Conservation (AABC) awards	Highly Commended
Europa Nostra	For Conservation and Adaptive Reuse
Architects' Journal award	Winner of Community Impact of the Year 2025

Our thanks go to all of our funders for their incredible support across the year. We also appreciate the numerous donations received from individuals without whom we would not be able to deliver our work with communities.

Financial Review

Total income amounted to £7,131,715 (2024: £7,242,339). Included in total income is unrestricted income of £3,200,340 (2024: £2,316,573). This is an increase of 38.1% compared to prior year. This has been boosted by income from Landmark Trust totalling £135,000 which was received following the signing of the heads of terms agreement for the lease of South Tower. We have seen increases in income in all of our major trading areas, but particularly in hospitality, which saw a 39% increase in income compared to prior year and events which saw a 36 % increase in income. We did however see a significant fall in filming income, as we had no major film contract during 24/25.

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Total expenditure was £7,489,501 (2024: £7,259,707) resulting in net expenditure of £357,786 (2024: net expenditure of £17,368). It should be noted that this figure includes expenditure on the capital works programme and a provision in relation to costs associated with partnership funding of the MP1 project. Unrestricted expenditure was £3,185,206 (2024: £2,576,717). This is an increase of 23.6% compared to prior year. This was driven by an above inflation increase in core costs such as energy, insurance and minimum wage rates, along with the above mentioned provision. This has therefore led to a deficit on unrestricted funds of £14,867 this year. Restricted funds have fallen this year as a result of money which was received in previous years now being spent.

As at 31 March 2025, funds totalled £8,823,916 (2024: £9,181,702) of which £244,004 (2024: £258,871) were unrestricted funds, £737,486 (2024: £1,110,405) were restricted funds and £7,842,426 (2024: £7,812,426) were endowment funds. The slight reduction in unrestricted funds is as a result of the £14,867 loss, and the reduction in restricted funds is due to previously received funding now being spent on capital works.

It should be noted that £7,256,936 of the value of the endowment is not cash but relates to the value of the built asset.

The financial statements give details of the charity's funds and how these have been applied during the year.

Going Concern

The Trust reported an unrestricted deficit of £14,867 for the year ending 31 March 2025, with free reserves amounting to £173,908 as of the same date. In response to these results, the trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 December 2026. The latest budget for the year ending 31 March 2026 forecasts total income of £3.46 million and costs of £3.43 million, resulting in an expected surplus of £21,000. For the period ending 31 December 2026, the draft budget anticipates total income of £2.479 million and costs of £2.448 million, resulting in a projected surplus of £31,000. Included in the forecasts to 31 December 2026 is grant income which is unsecured totalling £50,000.

The extent of required income which is still to be secured for the year to 31 March 2027 indicates the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. However, the charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. For these reasons, the directors are confident that the organisation has sufficient resources to continue operating for the foreseeable future and have prepared the financial statements on a going concern basis.

Consequently, the financial statements have been prepared on a going concern basis and do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

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Principal Risks & Uncertainties

The Trustees have a risk management strategy which comprises:

- A bi-monthly review of the principal risks and uncertainties that the Trust and the subsidiary Wentworth Woodhouse Trading Ltd face. These risks are presented in the form of two risk registers; Corporate Risk and Capital Works Risks.
- The establishment of policies, and systems to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Trust should these risks materialise.

Key financial risks are detailed below. Attention is also focused on non-financial risks arising from fire, health and safety, legal claims, and damage to the reputation of the Trust. These are managed by ensuring we are fully compliant with legislation; we have robust policies and procedures in place and that regular awareness training is provided for staff and volunteers working in these operational areas.

Risk 1
Insufficient income is obtained to support ongoing revenue required to maintain and manage Wentworth Woodhouse. Charity support and commercial income is not received or sufficiently generated to meet expectations.

Remedial Action

Risks to revenue have arisen because of the ongoing cost of living crisis and a lack of filming income, negatively impacting our income over the year. In addition, inflationary increases have adversely affected our cost base. However, the mix of commitments from charitable sources and commercial income from several on-going and proven streams, for which conservative assumptions have been made, provide a robust basis and substantially mitigate the risk.
We continue to seek charitable donations, engage the public, charities and seek to develop an active fundraising strategy. Our new Senior Leadership team bring with them expertise and we are already seeing the positive impact our new exhibition programme brings by attracting new visitors.

Each departmental head is working to a business plan and budget to maximise opportunities for income generation. Financial reporting continues to be received, and monitoring of the financials carried out, by the Finance Sub-Committee.

Risk 2
Fundraising to support revenue costs as detailed in the fundraising strategy fails to achieve targets required. Fundraising committee fails, costs cannot be met, Wentworth Woodhouse fails and closes.

Remedial Action

An experienced fundraising CEO and an influential Board of Trustees are in place. The Trust has good existing relationships with funders. A high number of volunteers are included in fundraising activities.

However, the fundraising target is very high for the year ahead and all staff have been tasked with trying to generate as much income as possible through fundraising efforts. The Trust ensures donations can be easily received by way of onsite donation boxes, QR code signs and JustGiving.

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Risk 3

Inadequate reserves and cash flow problems. Falling income, poor financial management and accounting, lack of adequate information and profligate spending. Wentworth Woodhouse cannot meet its commitments and ceases to be a going concern.

Remedial Action

The Trustees ensure regular financial monitoring with monthly cashflows and management accounts being produced. The new Senior Leadership Team provide a much-needed resource, required to grow the business and improve income levels into the business.

The Trust has a strong mix of Trustees with commercial, heritage and banking backgrounds.

Cash flow is critical, and discussions are underway with Government bodies, funders and donors to explore ways in which the Trust might trade more comfortably over the next 4-5 years until the next phase of major works is completed.

Risk 4

Loss of capital due to theft or fraud. Inadequate financial controls. Reputational risk, potential for further sanctions, fewer resources to deliver charitable objectives.

Remedial Action

The Trust has implemented stringent financial controls and procedures. Approval thresholds are in place for all payments, and all payments require two signatures. An anti-money laundering policy is in place and client identification required for all transactions over £10k in value. Bank mandate and financial controls are reviewed annually.

Risk 5

The impact of the cost-of-living limits visitor numbers. Lack of destination support, parking facilities etc. Poor visitor numbers equate to lower visitor spend and therefore income to sustain the House as a visitor attraction.

Remedial Action

Pricing increases have been introduced. A new targeted approach to marketing is being considered. The exhibition programme is attracting new audiences and increases in visitor numbers.

Reserves Policy

The Trustees have considered the reserves held by the Trust as at 31 March 2025. The Trust needs reserves to enable it to develop its long term aims as well as ensuring the continuation of current activities. As at 31 March 2025, the Trust held reserves totalling £8,823,916 of which £244,004 were unrestricted funds, £737,486 were restricted funds and £7,842,426 were endowment funds. Free reserves as at 31 March 2025 totalled £173,908 (2024: £157,240) It is the Trustees' ambition to hold free reserves in cash or in grant offers awarded but not yet received, which will be sufficient to cover six months of its unrestricted operating costs, which currently equate to £1,700,000. The Trustees are conscious of the use this year of our reserves as a result of above mentioned challenges with income and expenditure. Trustees are currently working on a recovery plan that will rebuild reserves.

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Public Benefit Statement

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Details of the activities carried out to deliver the public benefit are set out in the Achievements and Performance section above.

Structure, governance and management

The Wentworth Woodhouse Preservation Trust is a Building Preservation Trust and a company limited by guarantee. Wentworth Woodhouse Trading Limited is a wholly owned subsidiary of the Trust. At present the Trust is managed by its Trustee body, the Board of Trustees. This body usually meets bi-monthly and currently has 10 members.

The responsibility for recommending the appointment of trustees to the Board rests with the Board of Trustees. Trustees are appointed on the basis of an analysis of the current skills on the Board and the need to strengthen its ability to direct the affairs of the Trust, and the individual ability of any nominee to meet the perceived gap in skills and other qualities that they may bring to the Trust.

All trustees receive a copy of the Constitution, the latest guidance from the Charity Commission on the role of an effective trustee and an organigram detailing the executive structure of both the Trust and the trading company. They all attend tours of the house and gardens and meet with the CEO in advance of their formal appointment.

Within the Board of Trustees there are two sub-committees: the Finance, Staffing and Audit Committee and the Capital Works Project Steering Group (which has Trustee representation within its membership).

Key management personnel remuneration policy

The trustees delegate the day to day management of the charity to the key management personnel. Remuneration for key management personnel is determined by the Board of Trustees. Levels are established from a review of the objectives of the charity, the tasks to be achieve, the responsibility of the role and the breadth of skill required. In addition, levels are benchmarked within the locality and within the heritage sector.

Third party indemnity provisions

Insurance for trustees against liabilities in relation to the company, as permitted by the Companies Act 2006 is maintained under a policy held by Wentworth Woodhouse Preservation Trust.

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Trustees' responsibility statement

The trustees (who are also directors of Wentworth Woodhouse Preservation Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

In so far as the trustees are aware;

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the trustees have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

In approving the trustees' report, we also approve the strategic report included therein, in our capacity as company directors.

This report was approved by the trustees, on 28 November 2025 and signed on their behalf by:

Timothy Cooke

Signer ID: X2N0Q4IEAV...

Timothy Cooke

Chair

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST

Opinion

We have audited the financial statements of Wentworth Woodhouse Preservation Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025, which comprise the consolidated statement of financial activities, the consolidated balance sheet, the company balance sheet, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

The trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 December 2026. The charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. Consequently, the financial statements have been prepared on a going concern basis.

We draw attention to note 2.2 in the financial statements which indicates the events and conditions that may cast significant doubt on the group's ability to continue as a going concern. As stated in note 2.2, these events or conditions, indicate that a material uncertainty exists. In forming our opinion, which is not modified, we have considered the adequacy of the disclosures made in note 2.2 of the financial statements concerning the group and parent charitable company's ability to continue as a going concern.

The group incurred an unrestricted deficit of £15k during the year ended 31 March 2025 and at that date has free reserves of £174k. These conditions along with the other matters explained in note 2.2 to the financial statements indicate the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

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Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

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Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group through discussions with management and trustees, and from our knowledge and experiences of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group, including Companies Act 2006, Charities Act 2011, health and safety, data protection and food hygiene standards;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signer ID: WKOLTHN6RI...

Rachel Heath (Senior statutory auditor)
for and on behalf of

BHP LLP
Chartered Accountants
Statutory Auditor
Albert Works
Sidney Street
Sheffield
S1 4RG

Date: 01/12/2025 GMT

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income and endowments from:						
Donations and legacies	4	**402,892**	**3,931,375**	-	**4,334,267**	5,099,836
Charitable activities	5	**505,008**	-	-	**505,008**	394,350
Other trading activities	6	**2,275,588**	-	-	**2,275,588**	1,740,601
Investments	7	**16,852**	-	-	**16,852**	7,552
Total income and endowments		**3,200,340**	**3,931,375**	-	**7,131,715**	7,242,339
Expenditure on:						
Raising funds	8	**1,961,827**	-	-	**1,961,827**	1,463,911
Charitable activities	9	**1,223,380**	**4,304,294**	-	**5,527,674**	5,795,796
Total expenditure		**3,185,207**	**4,304,294**	-	**7,489,501**	7,259,707
Net income / (expenditure)		**15,133**	**(372,919)**	-	**(357,786)**	(17,368)
Transfers between funds	21	**(30,000)**	-	**30,000**	-	-
Net movement in funds		**(14,867)**	**(372,919)**	**30,000**	**(357,786)**	(17,368)
Reconciliation of funds:						
Total funds brought forward		**258,871**	**1,110,405**	**7,812,426**	**9,181,702**	9,199,070
Net movement in funds		**(14,867)**	**(372,919)**	**30,000**	**(357,786)**	(17,368)
Total funds carried forward	21	**244,004**	**737,486**	**7,842,426**	**8,823,916**	9,181,702

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

CONSOLIDATED BALANCE SHEET

AS AT 31 MARCH 2025

	Note		2025 £		2024 £
Fixed assets					
Tangible assets	14		**122,749**		156,236
Heritage assets	15		**7,842,426**		7,842,426
			7,965,175		7,998,662
Current assets					
Stocks	16	**72,859**		83,895	
Debtors	17	**228,389**		781,768	
Current asset investments	18	**-**		235,279	
Cash at bank and in hand		**1,100,919**		1,338,116	
		1,402,167		2,439,058	
Creditors: amounts falling due within one year	19	**(415,093)**		(1,242,685)	
Provision for liabilities	21	**(125,000)**		-	
Net current assets			**862,074**		1,196,373
Total assets less current liabilities			**8,827,249**		9,195,035
Creditors: amounts falling due after more than one year	20		**(3,333)**		(13,333)
Total net assets			**8,823,916**		9,181,702
Charity Funds					
Endowment funds	22		**7,842,426**		7,812,426
Restricted funds	22		**737,486**		1,110,405
Unrestricted funds	22		**244,004**		258,871
Total funds			**8,823,916**		9,181,702

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorized for issue by the Trustees and signed on their behalf by:

Timothy Cooke

Signer ID: X2N0O4IEAV...

Timothy Cooke

Date: 28/11/2025 GMT

The notes on pages 25 to 47 form part of these financial statements

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

COMPANY BALANCE SHEET

AS AT 31 MARCH 2025

	Note		2025		2024
			£		£
Fixed assets					
Tangible assets	14		**106,084**		131,237
Heritage assets	15		**7,842,426**		7,842,426
			7,948,510		7,973,663
Current assets					
Stocks	16	**2,087**		2,543	
Debtors	17	**198,638**		766,326	
Current asset investments	18	**-**		235,279	
Cash at bank and in hand		**1,074,901**		1,314,195	
		1,275,626		2,318,343	
Creditors: amounts falling due within one year	19	**(378,060)**		(1,306,184)	
Provision for liabilities	21	**(125,000)**		-	
Net current assets			**772,566**		1,012,159
Total assets less current liabilities			**8,721,076**		8,985,822
Creditors: amounts falling due after more than one year	20		**-**		-
Total net assets			**8,721,076**		8,985,822
Charity Funds					
Endowment funds	22		**7,842,426**		7,812,426
Restricted funds	22		**737,486**		1,110,405
Unrestricted funds	22		**141,164**		62,991
Total funds			**8,721,076**		8,985,822

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £(264,746) (2024: £154,310).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect of accounting records and preparation of financial statements.

The financial statements were approved and authorized for issue by the Trustees and signed on their behalf by:

Timothy Cooke

Signer ID: X2N0Q4IEAV...

Timothy Cooke.

Date: 28/11/2025 GMT

The notes on pages 25 to 47 form part of these financial statements.

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cashflows from operating activities			
Net cash used in operating activities	25	**(426,916)**	301,296
Cash flows from investing activities			
Bank interest		**16,852**	7,552
Purchase of tangible fixed assets		**(22,412)**	(57,054)
Sale of tangible fixed assets		**-**	7,000
Purchase of heritage assets		**(30,000)**	(30,000)
Net cash used in investing activities		**(35,560)**	(72,502)
Cash flows from financing activities			
Repayment of borrowing		**(10,000)**	(10,000)
Net cash used in financing activities		**(10,000)**	(10,000)
Change in cash and cash equivalent in the year		**(472,476)**	218,794
Cash and cash equivalents at the beginning of the year		**1,573,395**	1,354,601
Cash and cash equivalents at the end of the year		**1,100,919**	1,573,395
Cash and cash equivalents consist of:			
Cash at bank and in hand		**1,100,919**	1,338,116
Short term deposits (included in current asset investments		**-**	235,279
Cash and cash equivalents	26	**1,100,919**	1,573,395

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1. General information

Wentworth Woodhouse Preservation Trust is a registered charity and company in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The Trust constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wentworth Woodhouse Preservation Trust 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. The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling, which is the functional currency of the charity and rounded to the nearest £.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking Wentworth Woodhouse Trading Limited, on a line-by-line basis. The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

2.2 Going concern

The Trust reported an unrestricted deficit of £14,867 for the year ending 31 March 2025, with free reserves amounting to £173,908 as of the same date. In response to these results, the trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 December 2026. The latest budget for the year ending 31 March 2026 forecasts total income of £3.46 million and costs of £3.43 million, resulting in an expected surplus of £21k. For the period ending 31 December 2026, the draft budget anticipates total income of £2.479 million and costs of £2.448 million, resulting in a projected surplus of £31,000. Included in the forecasts to 31 December 2026 is grant income which is unsecured totalling £50,000.

The extent of required income which is still to be secured for the year to 31 March 2027 indicates the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. However, the charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. For these reasons, the directors are confident that the organisation has sufficient resources to continue operating for the foreseeable future and have prepared the financial statements on a going concern basis.

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Consequently, the financial statements have been prepared on a going concern basis and do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilments of those conditions is within the control of the charity and it is probable that they will be fulfilled. No amounts are included in the financial statements for services donated by volunteers.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grant funding, which is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Raising funds comprise the costs of fundraising activity and direct costs of trading.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities include the costs of activities undertaken to further the purposes of the charity and shared costs recharged to the trading company.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised, unless part of a larger project.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the consolidated statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Plant and machinery	- 33% reducing balance
Fixtures and fittings	- 33% reducing balance
Office equipment	- 33% reducing balance

2.6 Heritage assets

Heritage assets are recognised on the balance sheet and initially measured at cost when purchased or if donated, their valuation. Assets are subsequently stated at cost or valuation less accumulated depreciation and accumulated impairment losses.

Heritage assets are not depreciated because the building is currently being reconstructed.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash at bank and 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.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

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Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally the listed structures at Wentworth Woodhouse, which include the Mansion and its historic contents, the stables, the Camellia House, the Ionic Temple and 83 acres of historic landscape. All of these assets are classified as heritage assets. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

2.13 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

2.14 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

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3. Critical accounting estimates and areas of judgment

Estimates and judgments 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.
Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Support costs which relate to more than one charitable activity are allocated to those activities based on an assessment criteria of percentage of total income.

4. Income from donations and legacies

	Unrestricted funds	**Restricted funds**	**Total funds**	Total funds
	2025	**2025**	**2025**	2024
	£	**£**	**£**	£
Donations	151,545	160,762	**312,307**	267,314
Grants	251,347	3,770,613	**4,021,960**	4,832,522
Total	402,892	3,931,375	**4,334,267**	5,099,836
Total 2024	174,070	4,925,766	5,099,836	

5. Income from charitable activities

	Unrestricted funds	**Total funds**	Total funds
	2025	**2025**	2024
	£	**£**	£
Visitor operations	494,459	**494,459**	394,350
Commercial and residential rents	10,549	**10,549**	-
Total	505,008	**505,008**	394,350
Total 2024	394,350	394,350	

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6. Income from other trading activities

Income from non-charitable trading activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Wentworth Woodhouse Trading Limited	2,059,261	**2,059,261**	1,682,181
Miscellaneous income	216,327	**216,327**	58,420
Total	2,275,588	**2,275,588**	1,740,601
Total 2024	1,740,601	1,740,601	

7. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank Interest	16,852	**16,852**	7,552
Total	16,852	**16,852**	7,552
Total 2024	7,552	7,552	

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8. Raising Funds

	Direct costs 2025 £	Support costs 2025 £	Total Funds 2025 £	Total funds 2024 £
Public and private events	286,154	32,017	**318,171**	246,606
Depreciation	-	7,509	**7,509**	4,650
Wentworth Woodhouse Trading Limited - direct costs	1,622,216	13,930	**1,636,147**	1,212,655
Total	1,908,370	53,456	1,961,827	1,463,911
Total 2024	1,423,890	40,021	1,463,911	

Of the expenditure on raising funds, £nil (2024: £47,925) was attributable to restricted funds.

Shared costs that have been allocated to the trading company totalling £375,889 (2024: £322,052) are within charitable activities (note 9).

9. Analysis of charitable expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Visitor operations	329,743	21,876	**351,619**	364,683
Restoration, conservation & site management	4,987,091	188,964	**5,176,055**	5,431,113
Total	5,316,834	210,840	**5,527,674**	5,795,796
Total 2024	5,541,703	254,093	**5,795,796**	

£4,304,294 (2024: £4,644,065) of the above costs were attributable to restricted funds. £1,223,380 (2024: £1,151,731) of the above costs were attributable to unrestricted funds.

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10. Support costs

	Fundraising expenses	Visitor operations	Restoration, conservation & site management	**Total funds**	Total funds
				2025	2024
	£	£	£	**£**	£
Governance (note 11)	8,449	2,756	23,803	**35,008**	21,011
IT and office costs	7,961	3,229	27,894	**39,084**	32,877
Staff costs	21,203	11,735	101,367	**134,305**	172,355
Depreciation	15,843	4,156	35,900	**55,899**	67,871
Total	53,456	21,876	188,964	264,296	294,114
Total 2024	40,021	17,268	236,825	294,114	

Support costs are allocated on the basis of a % of income activity.

11. Governance costs

	2025	2024
	£	£
Audit and accountancy fees	**15,469**	13,230
Legal fees	**-**	-
Professional fees	**19,539**	7,781
Total	**35,008**	21,011

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12. Net income / (expenditure)

This is stated after charging:	**2025** **£**	2024 £
Depreciation of tangible fixed assets owned by the charitable group	**55,899**	67,875
Auditor's remuneration – audit	**17,500**	12,000
Auditor's remuneration – other services	**1,540**	1,230
Profit on disposal of asset	**-**	4,093

13. Staff costs

	Group 2025 **£**	Group 2024 £	**Company 2025** **£**	Company 2024 £
Wages and salaries	**1,753,232**	1,460,013	**1,753,232**	1,460,013
Social security costs	**131,448**	106,196	**131,448**	106,196
Other pension costs	**41,194**	36,064	**41,194**	36,064
Total	**1,925,874**	1,602,273	**1,925,874**	1,602,273

The average number of persons employed by the company during the year was as follows:

	Group 2025	Group 2024
Fundraising	**2**	3
Catering	**47**	40
Visitor operations & retail	**22**	22
Events & filming	**3**	4
Facilities	**17**	16
Other	**18**	17
Total	**109**	102

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The number of employees who employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025	Group 2024
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**1**	1

The key management personnel of Wentworth Woodhouse Preservation Trust comprise the CEO, the COO, Head of Heritage and Head of Culture. Their total emoluments earned as employees of Wentworth Woodhouse Preservation Trust, including employer national insurance and pension contributions totals £302,808 (2024: £152,941).

Please refer to page 17 of the Trustees' Annual Report for details on how executive pay is set.

Wentworth Woodhouse Preservation Trust receives a substantial amount of support and expertise from volunteers. The work undertaken by this significant number of volunteers (including Trustees time), when expressed as a monetary value for 2024/25, is £681,380 (2023/24: £658,275). This amount is not reflected in the Statement of Financial Activities.

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14. **Tangible fixed assets**

Group

	Plant and machinery	Fixtures and fittings	Office Equipment	Total
	£	£	£	£
Cost				
At 31 March 2024	205,991	163,763	114,604	484,358
Additions	22,412	-	-	22,412
Disposals	-	-	-	-
At 31 March 2025	**228,403**	**163,763**	**114,604**	**506,770**
Depreciation				
At 31 March 2024	135,003	106,810	86,309	328,122
Charge for the year	27,318	19,149	9,432	55,899
Disposals	-	-	-	-
At 31 March 2025	**162,321**	**125,959**	**95,741**	**384,021**
Net book value				
At 31 March 2025	**66,082**	**37,804**	**18,863**	**122,749**
At 31 March 2024	70,988	56,953	28,295	156,236

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Company

	Plant and machinery	Fixtures and fittings	Office Equipment	Total
	£	£	£	£
Cost				
At 31 March 2024	171,308	121,202	114,604	407,114
Additions	22,412	-	-	22,412
Disposals	-	-	-	-
At 31 March 2025	**193,720**	**121,202**	**114,604**	**429,526**
Depreciation				
At 31 March 2024	109,140	80,428	86,309	275,877
Charge for the year	24,378	13,755	9,432	47,565
Disposals	-	-	-	-
At 31 March 2025	**133,518**	**94,183**	**95,741**	**323,442**
Net book value				
At 31 March 2025	**60,202**	**27,019**	**18,863**	**106,084**
At 31 March 2024	62,168	40,774	28,295	131,237

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15. **Heritage assets**

Group and Company

Assets recognised at cost

	Wentworth Woodhouse	Donated Pottery	Integral Features	Total
	£	£	£	£
As at 31 March 2024	7,256,926	495,000	90,500	**7,842,426**
Additions	-	-	-	**-**
As at 31 March 2025	**7,256,926**	**495,000**	**90,500**	**7,842,426**

Analysis of heritage asset transactions

Group and Company

	2025	2024	2023	2022	2021
	£	£	£	£	£
Purchases					
Assets held at cost	**-**	**-**	**75,000**	**1,736**	-
Donations					
Assets held at cost	**-**	**-**	**-**	**-**	**-**
Total additions	**-**	**-**	**75,000**	**1,736**	**-**

Heritage assets primarily comprise of the acquisition of the buildings, contents and surrounding gardens.

16. Stocks

	Group	Group	**Company**	Company
	2025	2024	**2025**	2024
	£	£	**£**	£
Stock	**72,859**	83,895	**2,087**	2,543

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17. Debtors

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
Trade Debtors	**44,192**	14,128	**23,565**	7,071
Amounts owed by group undertaking	**-**	-	**-**	-
Other debtors	**16,238**	118,237	**16,238**	118,237
Prepayments and other accrued income	**167,959**	649,403	**158,835**	641,018
Total	**228,389**	781,768	**198,638**	766,326

18. Current asset investments

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
Short term deposits	**-**	235,279	**-**	235,279
Total	**-**	235,279	**-**	235,279

Investments in short term deposits have an original maturity of between 3 months and 12 months.

19. Creditors: Amounts falling due within one year

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
Bank loans	**10,000**	10,000	**-**	-
Trade creditors	**151,143**	633,687	**92,173**	582,201
Amounts owed to group undertakings	**-**	-	**146,782**	197,245
Other taxation and social security	**85,473**	44,997	**31,603**	33,295
Other creditors	**85,812**	66,358	**41,423**	22,439
Accruals and deferred income	**82,665**	487,643	**66,079**	471,004
Total	**415,093**	1,242,685	**378,060**	1,306,184

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19. Creditors: Amounts falling due within one year (continued)

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
Deferred income at 1 April	**64,041**	32,945	**64,041**	32,945
Resources deferred during the year	**22,643**	63,066	**22,643**	63,066
Amounts released from previous periods	**(63,066)**	(31,970)	**(63,066)**	(31,970)
Total	**23,618**	64,041	**23,618**	64,041

Deferred income relates to membership income relating to 2025/26 and onwards, and the 2024 figure includes donations received in 2023/24 which had been allocated for 2024/25 expenditure.

20. Creditors: Amounts falling due after more than one year

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
Bank loans	**3,333**	13,333	**-**	-
Other creditors	-	-	**-**	-
Total	**3,333**	13,333	**-**	-

Bank loans represent a Bounceback Loan with a fixed interest rate of 2.5% per annum. The term of the loan is 6 years from July 2020 however early repayment is permitted. There is a guarantee from the UK Government under the Bounce Back Loan Scheme (BBLS) in relation to this loan.

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21. Provision for liabilities

	Group 2025	Group 2024	**Company 2025**	Company 2024
	£	£	**£**	£
At the beginning of the period	**-**	-	**-**	-
Additions	**125,000**	-	**125,000**	-
Utilised in period	**-**	-	**-**	-
At the end of the period	**125,000**	-	**125,000**	-
Analysed as:				
Current	**125,000**	-	**125,000**	-
Non-current	**-**	-	**-**	-
	125,000	-	**125,000**	-

A provision has been recognised in year in relation to partnership funding for the MP1 capital works project and associated legal costs. As at the balance sheet date the final costs were not confirmed.

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22. Statement of funds

Statement of funds – current year

	Balance at 31 March 2024	Income	Expenditure	Transfers in/out	Balance at 31 March 2025
	£	£	£	£	£
Unrestricted funds					
General funds	**62,981**	**1,093,730**	**(985,556)**	**(30,000)**	**141,155**
Trading subsidiary	**195,890**	**2,106,610**	**(2,199,651)**	**-**	**102,849**
	258,871	**3,200,340**	**(3,185,207)**	**(30,000)**	**244,044**
Endowment funds					
Endowment funds	**7,812,426**	**-**	**-**	**30,000**	**7,842,426**
Restricted funds					
Acquisition fund	**3,231**	**-**	**-**	**-**	**3,231**
Historic England	**117,707**	**-**	**(4,286)**	**-**	**113,421**
Masterplan phase 1/3a & Hamish Ogston Foundation	**50,227**	**220,423**	**(319,211)**	**(8,213)**	**(56,774)**
Restricted donations	**78,256**	**58,427**	**(74,448)**	**(28,665)**	**33,570**
NLHF Emergency Fund	**451**	**-**	**(451)**	**-**	**-**
Postcode Lottery	**1,975**	**-**	**(744)**	**-**	**1,231**
Culture Recovery Grant	**39,425**	**-**	**(12,485)**	**-**	**26,940**
Master Cutler's Challenge	**131**	**-**	**-**	**-**	**131**
Cultural Activities	**(5,789)**	**29,988**	**(29,808)**	**-**	**(5,609)**
Donations for maintenance	**-**	**95,000**	**(94,992)**	**-**	**8**
Levelling Up Fund	**565,707**	**3,157,184**	**(3,465,015)**	**(3,122)**	**254,754**
Iron Works	**11,085**	**14,040**	**(16,353)**	**-**	**8,772**
Heritage Skills Apprentice	**17,326**	**8,000**	**(25,196)**	**-**	**130**
Access Wentworth	**250,000**	**50,000**	**(41,301)**	**-**	**258,699**
Driving Forward	**(19,327)**	**159,487**	**(137,628)**	**-**	**2,532**
Exhibition preparation and delivery	**-**	**27,976**	**(65,602)**	**40,000**	**2,374**
Perception Busters	**-**	**110,850**	**(16,774)**	**-**	**94,076**
Total restricted funds	**1,110,405**	**3,931,375**	**(4,304,294)**	**-**	**737,486**
Total of funds	**9,181,702**	**7,131,715**	**(7,489,501)**	**-**	**8,823,916**

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Statement of funds – prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
General funds	**163,560**	**634,392**	**(713,858)**	**(21,113)**	**62,981**
Trading subsidiary	**367,568**	**1,682,181**	**(1,853,859)**		**195,890**
	531,128	**2,316,573**	**(2,567,717)**	**(21,113)**	**258,871**
Endowment funds					
Endowment funds	**7,782,426**	**-**	**-**	**30,000**	**7,812,426**
Restricted funds					
Acquisition fund	**3,231**	**-**	**-**	**-**	**3,231**
Historic England	**194,728**	**-**	**(77,021)**	**-**	**117,707**
National Trust Grant	**-**	**-**	**-**	**-**	**-**
Masterplan phase 1/3a & Hamish Ogston Foundation	**327,188**	**1,730,860**	**(2,004,821)**	**(3,000)**	**50,227**
Restricted donations	**134,107**	**30,046**	**(82,161)**	**(3,737)**	**78,255**
Creative Producers	**24,794**	**-**	**(24,794)**	**-**	**-**
NLHF Emergency Fund	**2,192**	**-**	**(1,741)**	**-**	**451**
Postcode Lottery	**2,533**	**-**	**(558)**	**-**	**1,975**
Culture Recovery Grant	**58,932**	**-**	**(19,507)**	**-**	**39,425**
Master Cutler's Challenge	**131**	**161,043**	**(161,043)**	**-**	**131**
Cultural Activities	**9,685**	**32,809**	**(40,311)**	**(7,972)**	**(5,789)**
Donations for maintenance	**19,644**	**45,000**	**(64,644)**	**-**	**-**
Community Renewal Fund	**274**	**-**	**(274)**	**-**	**-**
Levelling Up Fund	**84,690**	**2,589,566**	**(2,108,548)**	**-**	**565,707**
Iron Works	**6,163**	**20,000**	**(18,683)**	**3,605**	**11,085**
HE Kickstart	**-**	**-**	**-**	**-**	**-**
Heritage Skills Apprentice	**18,280**	**20,000**	**(20,954)**	**-**	**17,326**
Bedlam Wing	**(1,056)**	**12,500**	**(13,661)**	**2,217**	**-**
Access Wentworth	**-**	**250,000**	**-**	**-**	**250,000**
Driving Forward	**-**	**33,942**	**(53,269)**	**-**	**(19,327)**
Total restricted funds	**885,516**	**4,925,766**	**(4,691,990)**	**(8,887)**	**1,110,405**
Total of funds	**9,199,070**	**7,242,339**	**(7,259,707)**	**-**	**9,181,702**

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The Acquisition fund represents grants and donations specifically for the purchase of the property.

The Historic England fund relates to the £7.6m awarded from DCMS to undertake urgent work to secure the building.

The Masterplan Phase 1 was awarded towards the project which will see the Camellia House redeveloped, removal of swimming pool and creating a car park. The Masterplan Phase 3a is a development phase of the southern range of the Stables including the Riding School. These have now been consolidated into one fund, the Masterplan Phase 1/3a fund. This fund is in deficit at year end due to the timing of when income has been received.

Restricted donations comprise a number of individual donations to be used for defined purposes.

The NLHF Emergency fund represents £240,900 that was granted as a means of support in response to the COVID- 19 crisis, by providing funds to cover essential costs between June and September 2020, as well as costs look towards further longer term recovery.

The Postcode Lottery fund was originally granted for the development of a community garden. Due to the COVID- 19 pandemic the Postcode Lottery allowed the funds to be derestricted, as a consequence these funds were used alongside the COVID-19 Heritage Emergency Funds to support core costs between June & September 2020.

The Culture Recovery Grant fund was awarded to provide funds to help support essential costs between November 2020 & March 2021, as well as focus on diversifying the business to encompass the outdoor offer and launch a new digital program.

The Master Cutler's Challenge is a fundraising challenge for businesses to get involved and support charities across South Yorkshire. Our previous Chair of Trustees, Dame Julie Kenny, was the 2023 Master Cutler, and has chosen Wentworth Woodhouse Preservation Trust as the charity for the year. The Challenge ran to the end of September 2023.

The Cultural activities fund consists of a number of grant awards which have all been provided for the purpose of producing cultural activities and events that engage the wider community. It shows a deficit due to the timing of when cash has been received.

The donations for maintenance fund represent donations restricted to maintenance expenditure only.

The Levelling Up fund was awarded by the UK Government via the local authority for delivery of a part of the Southern Range of the Stables which includes new production kitchens which will provide services across the site.

The Iron Works fund was awarded to restore key iron workings on the site. These consist of the six cast iron lamp standards that are located across the East Front; the chain links that are located across the East front; and the railings on the West Front steps.

The Heritage Skills Apprentice fund was awarded to provide a three year funded heritage skills apprenticeship position.

Access Wentworth relates to money raised to improve accessibility to the site. This includes money raised specifically for the installation of a lift to take passengers to all floors of the house.

Driving Forward represents funding received to support the Head of Heritage and Head of Culture posts.

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Exhibition preparation and delivery relates to funds received to enable us to showcase a mixture of historic and contemporary art.

The Perception Busters project involves our 2025 Children's Capital of Culture young trainees working together to create four films that bust myths about the heritage sector, to be screened at a Film Festival and Premiere in November 2025. The project also includes the development of Wentworth Woodhouse's first digital strategy, an integral next step in delivery of our Culture Strategy.

Transfers from restricted funds to endowment funds represent heritage asset additions and transfers between restricted funds relate to reallocated costs.

23. Summary of funds

Summary of funds – current year

	Balance at 1 April 2024	Income	Expenditure	Transfers in/out	Balance at 31 March 2025
	£	£	£	£	£
General funds	**258,871**	**3,200,340**	**(3,185,207)**	**(30,000)**	**244,044**
Endowment funds	**7,812,426**	**-**	**-**	**30,000**	**7,842,426**
Restricted funds	**1,110,405**	**3,931,376**	**(4,304,294)**	**-**	**737,487**
	9,181,702	**7,131,715**	**(7,489,501)**	**-**	**8,823,916**

Summary of funds – prior year

	Balance at 1 April 2023	Income	Expenditure	Transfers in/out	Balance at 31 March 2024
	£	£	£	£	£
General funds	**531,128**	**2,316,573**	**(2,567,717)**	**(21,113)**	**258,871**
Endowment funds	**7,782,426**	**-**	**-**	**30,000**	**7,812,426**
Restricted funds	**885,516**	**4,925,766**	**(4,691,990)**	**(8,887)**	**1,110,405**
	9,199,070	**7,242,339**	**(7,259,707)**	**-**	**9,181,702**

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24. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £
Tangible fixed assets	70,096	52,653	-	**122,749**
Heritage assets	-	-	7,842,426	**7,842,426**
Current assets	499,081	903,086	-	**1,402,167**
Creditors due within one year	(321,840)	(218,253)	-	**(540,093)**
Creditors due in more than one year	(3,333)	-	-	**(3,333)**
Total	**244,044**	**737,486**	**7,842,426**	**8,823,916**

Analysis of net assets between funds – prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £
Tangible fixed assets	101,632	54,604	-	**156,236**
Heritage assets	-	-	7,842,426	**7,842,426**
Current assets	607,384	1,831,674	-	**2,439,058**
Creditors due within one year	(436,812)	(775,873)	(30,000)	**(1,242,685)**
Creditors due in more than one year	(13,333)	-	-	**(13,333)**
Total	**258,871**	**1,110,405**	**7,812,426**	**9,181,702**

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

	Group 2025	Group 2024
	£	£
Net income/(expenditure) for the year (as per Statement of Financial Activities)	**(357,786)**	(17,368)
Adjustments for:		
Depreciation charges	**55,899**	67,875
Bank interest	**16,852**	(7,552)
Increase / decrease in stocks	**11,036**	(25,051)
Decrease/(increase) in debtors	**553,379**	49,493
Increase / (decrease) in creditors	**(706,296)**	237,992
(Profit) on disposal of fixed assets	**-**	(4,093)
Net cash provided by / used in operating activities	**(426,916)**	301,296

26. Analysis of cash and cash equivalents

	Group 2025	Group 2024
	£	£
Cash held on deposit (shown as current asset investments)	**-**	235,279
Cash at bank	**1,092,417**	1,329,165
Cash in hand	**8,502**	8,951
Total cash and cash equivalents	**1,100,919**	1,573,395

27. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	**1,573,395**	**(472,476)**	**1,100,919**
Debt due within 1 year	**(10,000)**	**0**	**(10,000)**
Debt due after 1 year	**(13,333)**	**10,000**	**(3,333)**
	1,550,062	**(462,476)**	**1,087,586**

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28. Pension commitments

Defined contribution pension plan

The charity operates a defined contribution pension plan for its employees. The amount recognized as an expense in the period was £41,194 (2024: £36,064).

29. **Related party transactions**

The charitable company owns 100% of its subsidiary Wentworth Woodhouse Trading Limited. Net recharges for the year to the subsidiary, including both direct and shared costs, totalled £1,164,276 (2024: £901,078). At the year-end amounts totalling £146,782 (2024: £197,245 creditors) are included in creditors due within one year.

No remuneration has been paid to any trustee (2024: £nil). Expenses of nil (2024: £nil) were reimbursed to nil trustees (2024: nil trustees) for legitimate business expenditure incurred in respect of attendance at meetings during the period in connection with the running of the Trust's affairs. Expenses of £186 were paid on behalf of trustees in relation to travel costs. Expense claims are disclosed to and are approved by the Board of Trustees at its regular meetings

Indemnity insurance has been purchased from funds to:
* Protect the Trustees from loss arising from the neglect or defaults of its Members or employees: and
* Indemnify Trustees from the consequences of any neglect or default on their part.
The cost incurred during the year was £685 (2024: £591)

Donations from Trustees totalled £1,360 (2024: £500). A donation of £8,000 (2024: £Nil) was received from Leche Trust where Matthew Hirst also serves as a trustee.

During the year, the CEO, trustees and members of their immediate families purchased event tickets and room hire services from the charity totalling £12,114 inc VAT (2024: £7,765). This includes attendance at our annual fundraising ball. All such transactions were made on normal commercial terms available to the general public. No preferential terms were given, and no trustee or related party received any benefit other than as participants in these events.

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WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales - Charity number 1155374

Accounts

Registered number: 08809187
Charity number: 1155374

WENTWORTH WOODHOUSE PRESERVATION TRUST
(A company limited by guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Document ID: 2beb96edf5bdc0e9b23f045df736b4ac13844c1bcea5500282ea4dd53cf45a92

WENTWORTH WOODHOUSE PRESERVATION TRUST
(A company limited by guarantee)

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WENTWORTH WOODHOUSE PRESERVATION TRUST
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024

Trustees	Dame Julie Kenny DBE DL, Chair Mr Timothy Cooke OBE, Deputy Chair Mrs Toni Beevers (nee Paxford) Mr John Caldwell, Chair - Finance Committee Mr Simon Carr (resigned 21 November 2023) The Duke of Devonshire KCVO CBE DL (resigned 16 May 2023) Mr Martin Drury CBE Mr Matthew Hirst Mrs Bronwen Knight Sir Philip Naylor-Leyland Bt Mr Richard Outhwaite Mr Andrew Shepherd Ms Silethokuhle Sibande Mr Darren Baker (appointed 30 July 2024)
Company registered number	08809187
Charity registered number	1155374
Registered office	Wentworth Woodhouse Wentworth Rotherham South Yorkshire S62 7TQ
Independent auditor	BHP LLP Chartered Accountants 2 Rutland Park Sheffield S10 2PD
Bankers	Barclays Bank plc Church Street Peterborough LE87 2BB

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their report and the audited financial statements of the charitable group for the year ended 31 March 2024. The annual report serves the purpose of a trustees' report, strategic report and a directors' report under company law. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The Trustees who have served during the year were as follows:

Dame Julie Kenny DBE DL, Chair
Mr Timothy Cooke OBE, Deputy Chair
Mrs Toni Beevers (nee Paxford)
Mr John Caldwell, Chair - Finance Committee
Mr Simon Carr (resigned 21 November 2023)
The Duke of Devonshire KCVO CBE DL (resigned 16 May 2023)
Mr Martin Drury CBE
Mr Matthew Hirst
Mrs Bronwen Knight
Sir Philip Naylor-Leyland Bt
Mr Richard Outhwaite
Mr Andrew Shepherd
Ms Silethokuhle Sibande
Mr Darren Baker (appointed 30 July 2024)

Achievements & Performance

This report covers activity from the beginning of April 2023 through to July 2024, though the financial data relates to our financial reporting period April 2023 - March 2024. Like the previous 6 years, since we came to site, incredible things have been achieved over the year.

We have invested heavily in growing the business. Our exhibition programming has moved to another level this year (see page 11) and with the recruitment of a senior leadership team, who bring with them extensive expertise in heritage, culture and operations, we are achieving things in just months, that take other organisations years.

The business is growing, income is on a steep trajectory, our services expanding, and our reputation as leaders in diversity, inclusion and community engagement, spreading nationwide. There are many positives.

The period under review within this report has, however, once again, been incredibly challenging and despite the success of our expansion and growth, we have posted losses at the year end.

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Huge increases in inflation have pushed core costs up to unprecedented levels and forced the paying public to cut back on non-essentials, including cultural visits. People's spending power has taken a hit and we have seen a drop in the spend per head for our visitors when on site. Despite all this, our income levels continue to grow with our turnover at its highest level to date, as we work closely with our audiences to ensure a wide variety of people are able to enjoy the opportunities that Wentworth brings.

The losses to our bottom line this year can be attributed in great part to the actors and writers' strikes in the USA, which seriously impacted the UK film industry and in turn, our income from filming, with just one film contract across the whole year. Our reliance on filming income carries an element of risk, as it is somewhat out of our control, so our aim is to move to a situation where it is a bonus if it happens, rather than a budgeted necessity.

The National Lottery Heritage Fund Camellia House Activity Plan, known as the CHAP was fully embedded this year and details of this can be seen on page 4. The CHAP is made up of several dedicated programmes in education, horticulture and community activities. These complement the Camellia House, which opened to great fanfare in March 2024. It brings a whole new dimension to our trading activities and adds to our list of successful regeneration projects.

The Trustees set a number of key performance indicators, which include achieving a financial budget target for unrestricted funds, and this year we failed to add to our reserves, instead having to use some of them to support cash flow. We hope however, to see the fruits of our hard work turn that situation around in the coming year.

A further key performance indicator is that of increasing visitor numbers. Visitor numbers were approximately 51% higher than the previous financial year, a continuation of the steady increases we have seen year-on-year since we came to site.

These indicators are monitored closely by management and the results are reported to the Finance, Staffing and Audit Committee and Board of Trustees at each meeting**.**

Regeneration – Capital Works

Camellia House

VIPs gathered to celebrate the formal opening of the Camellia House on Friday, 22nd March 2024. After weeks of rain, the sun finally shone, and guests enjoyed drinks, speeches and wonderful dishes from the menu. The Camellia House has been regenerated as a global tea house with a total investment of £4.6 million, made possible by a long list of funders including The National Lottery Heritage Fund, Historic England, Garfield Weston Foundation, and Historic Houses Foundation. Our thanks go to all the funders, donors, contractors, consultants, staff and volunteers who made this project such a success. Particular thanks go to Helen Featherstone of the National Lottery Heritage Fund for her speech on the day and Jenny King, Dominika Rojewska, Harvey Hopkinson and Mark Swallow who came along to tell us about their participation in the Activity Plan. The Camellia House opened to the public for trading on 2nd April and has welcomed many new customers since, with 40 covers inside and a further 40 outside. Visitors are now able to sit next to the stars of the show – our camellias, which date back to around 1800. The project also includes our first full Changing Places facility, providing large, accessible toilet facilities, and we hope to introduce a second at the Stables soon.

Films about the project can be seen here:
https://www.youtube.com/playlist?list=PL9k2fZ5AocrsGm4C2D-6MfR9pcpYmFB_J

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Stables Catering Kitchens & Preparation Works for the Café at the Stables

Works at the Stables have continued unabated throughout the year, as the first phase of development of the vast site is rolled out. The current works are being funded through the Government's Levelling Up Fund and Historic England, totalling £5.1 million. Following on from the demolition works last year, the new-build element of the project, which forms part of the vast new production kitchens, is now visible. Work at the site is now being extended to include the Mews Court area, which will ultimately become the entrance to the site for visitors once works to the car park are completed. Trustees and the executive team recently met to discuss future phases of work and the completion of the Southern Range of the Stables is now a priority. It will provide much needed commercial space which is critical to underpin the Trust's financial sustainability.

Films about the project can be seen here:
https://www.youtube.com/playlist?list=PL9k2fZ5Aocrubc3PQSw-qQt_HPevRXEKj

The Lift and Chapel

Development work got underway this year for the Lift and Chapel project. This will see the Chapel fully restored internally, including the restoration of the Sehgers' (c. 1589 – c. 1638) paintings of the Apostles. The introduction of a platform lift at the entrance to the site and a passenger lift adjacent to the oak staircase, will bring much needed access to the house to those with mobility challenges. Fundraising is now under way in earnest, with the total cost of the project expected to be approximately £1.5m.

Iron work

With on-going support from the Elizabeth Cayzer Charitable Trust, we launched the chain link campaign this year. The campaign allows supporters to have their initials forged into chain links that will run right across the East Front, joining the stone bollards and lamp standards. This is a continuation of our Make your Mark campaign, which we hope, will help our communities to feel a sense of ownership with the house and the restoration project. We shall continue with the campaign until all the chain runs along the East Front are completed. The Elizabeth Cayzer Charitable Trust is also supporting the restoration of the hand railings on the West Front steps. The railings on the right-hand side of the steps have now been removed and fully restored and are due to be reinstated imminently, when the left handrails will be taken for their restoration. Our thanks go to the very wonderful Elizabeth Cayzer for her support of our work and to Andrew Renwick at Ridgeway Forge, for his passion, not only for restoration, but for training and the perpetuation of traditional heritage skills.

Housekeeping

The housekeeping team has continued its work cleaning the bas reliefs in the Marble Saloon; this continues to be quite a lengthy process as the Marble Saloon is used in a variety of ways and work has to be scheduled between events.

With the opening of the Camellia House earlier this year we welcomed Paula Burton to the team, her time is dedicated to the cleaning and presentation of this beautiful building, complementing the work carried out by the team in the Mansion.

The fantastic crew of volunteers (the 'Classy Scrubbers') has expanded over the year, and they continue to give a huge amount of support to the housekeeping department, ensuring areas are ready for visitors, brides and corporate groups alike.

Community Engagement

The community engagement programmes run throughout the period of this report are all part of the Camellia House Activity Plan (CHAP), funded thanks to the National Lottery Heritage Fund and Lottery players.

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Sheffield and Rotherham Wildlife Trust continued their social prescribing visits this year, the aim being to help those who are experiencing mental ill health because of social isolation. The visits help people to make new social connections and enjoy green open spaces to aid their recovery. The group changes and evolves with new visitors becoming part of the Wentworth story, and one even joining our volunteer gardening team.

The Art in the Teahouse project allowed us to commission artists to work with groups of adults who may be experiencing low mood, social isolation or feeling disconnected, many of whom have not previously been engaged with the site. The groups experimented with different art forms, using art as a way to building new skills, and making connections. Groups have included Rotherham Recovery Network, Apna Haq, B:Friend and Crossroad Carers. These groups have been able to get a flavour of Wentworth Woodhouse and overcome real and perceived barriers with support from the group, the session facilitators and our volunteers.

The Memory Café was established this year at the Camellia House, in collaboration with Home Instead. It invites those with memory loss and their carers, to come together to enjoy activities and find out more about Wentworth Woodhouse's past. Hands-on activities have included replicating a Lady Mable Sports Day and making their own pottery inspired by Rockingham pottery.
Feedback from the sessions includes "very enjoyable", "great for my mum to talk to new people" and "can't wait to come back again". Carers who have attended have noted that they enjoyed the opportunity to talk to others in similar situations, lifting the stress and isolation they felt upon arrival.

Our outdoor workshops have been a real success, giving young people skills, outdoor experiences and helping them engage with nature in a positive way. Groups have participated in den building, scavenger hunts, learning about trees and wildlife and using natural materials to make crafts.

Ongoing training of staff and volunteers has taken place this year, helping them understand the needs of individuals from our target audiences. This has included sighted guide training, cultural competency training and dementia friends training. This helps gives staff and volunteers more confidence, ensuring our visitors have a better experience and feel really welcome. We also hosted Rotherham's first Creative Health Symposium. This brought together creative and health professionals to discuss ways to embed appropriate activities in Rotherham, as well as showcasing examples of best practice- including Wentworth Woodhouse.

Community Work in the Gardens

City & Guilds level 1 Horticulture Students

In October 2023, we celebrated the success of students who had completed their City & Guilds Level 1 in Horticulture. Everyone successfully passed the course and received a certificate from Northern College who delivered the course in partnership with Wentworth Woodhouse.

The course lasted for six sessions and involved elements of both practical and classroom-based studies. This type of training not only benefits the students by upskilling them, creating opportunities for employment and further personal development, but it also benefits the Trust, as it creates opportunities for the completion of project work being delivered in the gardens. This course saw students assist with the clearance of the Drying Green, where our new community garden is located.

This opportunity also benefited our very own Assistant Gardener Liam Coleman, who for the first time, took on the role as course assessor, responsible for marking students while they demonstrated their practical skills during each lesson; this experience will stand Liam in good stead for more training opportunities in the near future.

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The Community Garden

In March 2024, a group of dedicated volunteers came together from various gardening and maintenance groups to form what is now known as the "*Polly Force Team"* led by Steve Woodhouse.

Their mission was to create a community garden in the Drying Green area adjacent to the small walled rose garden. The Community Garden will ultimately provide an extensive growing area, with greenhouses, polytunnels, raised beds and composting in addition to social areas for community groups to come together to eat, drink and share stories. The Community Garden will eventually be complemented with new wet and dry gardeners' rooms and WC facilities in the adjacent garage area.

The dedication and hard graft put into what was an unused and overgrown area has been nothing but remarkable, the sheer vision and determination the team have given to this project is truly commendable. We now have two huge polytunnels, a greenhouse and flowers in full bloom. Pathways have also been created. The team were supported with the development of this project with other groups such as Artworks, The View and Rotherham Opportunities College, along with corporate volunteer groups visiting for the day to deliver their CSR (corporate social responsibility) programmes.

The space is now unrecognisable, and the hours dedicated to the project by Steve and the team have made for a very special part of the garden and an enclosed safe space for community groups, schools and volunteers to enjoy. Out thanks go to B&Q, Dobbies Garden Centre and Horsfields Nursery for kind donations of fruit and vegetable plants that have given the project its first crop. Thanks also to the volunteers who donated time and plants.

The Community Garden has been made possible with funding from the National Lottery Heritage Fund, as part of the Camellia House Activity Plan. Our thanks go to all lottery players.

Garden Activities

Earlier this year, our very own inhouse thespians, The Woodhouse Players, gathered over a 10-week period, to prepare and rehearse for what can only be described as a lively and animated Easter event.
Each volunteer created and put together their own character costume. Our very own "crafty" Dee played a jolly fairy, 'Fairy-Nuff', buggy driver and garden volunteer extraordinaire Andrew Morton played a very convincing Malcolm the Mole, Allison Tinker was a fabulous bunny, little 'Flossy Britches', Arlene McNeice played a busy 'Betty the Bee' and finally another of our dedicated garden volunteers, Sue Walker was a very friendly mouse, 'Little Tippy Toes'.

With six group sessions throughout the day, children from near and far enjoyed the chance to meet and interact with these amazing individuals through poetry and nature activities and we had some wonderful feedback from visitors.

A big well done and thank you to all our thespians, our garden students, volunteer groups, the Wah Hong Chinese Association and our partner organisation Artworks for supporting garden activities across the year.

Learning & Education

Our Learning and Skills Officer Jen Wall has done an incredible job in establishing an excellent education offer at Wentworth Woodhouse and was recognised with the Historic Houses Francis Garnham Award for Innovation in Education 2023. This is an important award and one that is highly competitive. Jen was also asked to be a judge for the 2024 award, great recognition of her work making a positive impact on the lives of our local learners. Well done and congratulations Jen!

Our new education catalogue will be available on the website soon. The catalogue gives information on our now established school workshop offer, refined and co-created with local educators after an 18-month piloting period as part of the CHAP. At "Inspire and Connect" days local educators worked with us to develop our workshop programme, sharing how we can support classroom learning experiences.

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Over 70 schools and colleges and 5 universities have engaged with us since October 2023. We welcomed over 1600 students on school trips and learning visits, an increase from 750 students last year, with 53 new schools participating in our programmes, which include both standard and bespoke workshops.

Primary Schools that visited included Delta Academy Trust, Rawmarsh Thorogate, Wentworth C of E, Thorpe Hesley Primary School, Roughwood, Blackburn Primary School, Rockingham J&I, Brinsworth Howarth, Greasbrough Primary School, Heather Garth Primary Academy, The Ellis, Eastwood Primary School, Sitwell Junior School, Rawmarsh Ashwood amongst many others, both local and from further afield.

We began running outreach this year and went into Coleridge Primary School and Wentworth C of E to deliver kite making workshops as part of the Basant Festival preparations. Jan was also invited to attend mock interviews at Horizon Community College and careers days at Wath and Oakwood Academies.

Secondary students visited from Hall Cross Academy and even Trident High School, all the way from New Zealand!

We also delivered outreach and work experience opportunities for Wath Academy, Wickersley School, Wingfield Academy, Astrea Academy Dearne, Ecclesfield School and Horizon Community College.

Tertiary students participated in design, archive and research projects with students from Thomas Rotherham College, Rotherham College, Sheffield Hallam University, Edge Hill University, Leeds Beckett University, Oxford University and the University of Sheffield.

We have developed a specialism for our work with SEND schools and welcomed students from The Willows, ROC, Forest View (Kelford School), Arran Hill, Seven Hills, Robert Ogden School, Heatherwood, and North Ridge. SEND learners tell us that they enjoy learning experiences outside of the classroom, and sessions that enable them to be hands-on and creative.

We also work with informal learning providers, including Affinity 2020 CIC, who created an exhibition about experience of living in care, which was displayed in the Old Hall. Ambitions charity brought young people from disadvantaged backgrounds for history and art influenced days.

Feedback on visits to Wentworth Woodhouse

Staff (from primary, secondary and special schools and colleges)

"Staff were very helpful and attentive. Information was relayed to ourselves and the children very well and a great time was had by all. Helen, Becky and Jen really knew their stuff and were able to explain everything really well." (Primary School Teacher)

"It was such a positive process, coming on the trip, talking about ideas afterwards with the children and then the trip led to a whole-school project to make a 'habitat sculpture' within our grounds as part of our Rewilding project." (Primary School Teacher).

"Huge impact for all of the above. The visit has enabled my students to achieve outcomes and work that they would have never been able to produce if it wasn't for the school visit." (Secondary School Teacher).

"Excellent organisation and support with bringing local history to life for A Level students. Our experience was bespoke and pitched well for our students. Our students love engaging with Wentworth Woodhouse; it builds a real sense of community and broader sense of ambition as they head off into their careers after college. Big thanks to Jen for everything, nothing is ever too much!" (College Educator)

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"One of my students mentioned having their artwork displayed at WW as one of their best moments they had ever had. Another…often talks about how proud they are of working at WW. My students were able to develop their communication skills, independence and deal with social anxiety in a safe yet unfamiliar space…because they [were] made to feel welcomed and valued." (Special School Educator)

"Our partnership offers students industry insight, which is a huge element of curriculum in the post-16 sector. Our students also mention the link a lot in lesson, they get a lot out of the archivist internship" (College Educator).

"I deliver an 'applied learning' module, where students are given opportunities to consider the realities of work going on in various professions/industries and make connections between their studies and what they are seeing. I was particularly interested in connecting our students with Wentworth's work to become an inclusive heritage site that is open to everyone. Wentworth Woodhouse as a place to visit was a perfect learning opportunity, as you are actively involved in creating a new legacy for the house." (University lecturer).

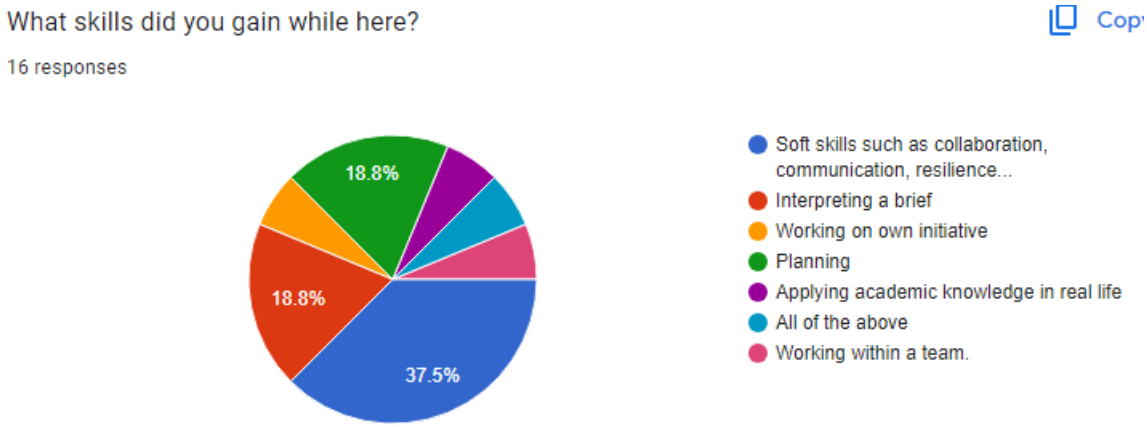
Student Feedback

"I'd give it 5 out of 5, no, 10 out of 10!" (Primary School pupil)
"It was the best day trip ever." (Primary School pupil)

"I really enjoyed the visit! the tour was excellent and I learnt a lot about the history of the house. the workshops were equally wonderful. I enjoyed meeting the volunteers!" (Secondary school student)

"happy" (Student with SEND)

Work related learning students (college and university)



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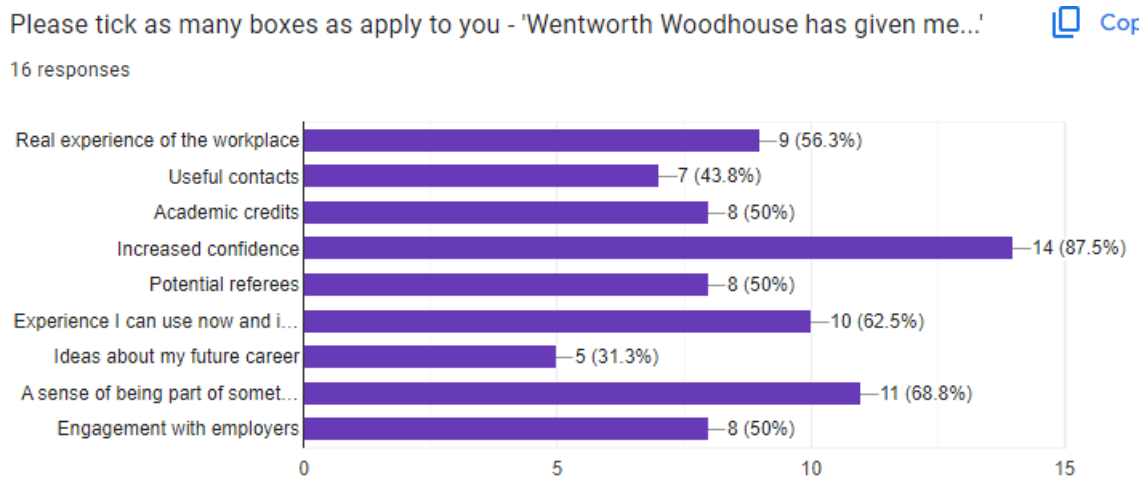

Collaborative Projects

Festival of Joy

We were delighted to secure funding from Arts Council England for a creative heritage project. In partnership with Fusion, WE Great Ladies and Sheffield Philharmonic Orchestra, children from Heather Garth Primary School and The Ellis Primary School created poems inspired by The Wentworth Woodhouse Polka composed in 1888 for the Earl Fitzwilliam's golden wedding anniversary. The work was performed at two concerts by Sheffield Philharmonic in July 2024 which were both sold out with 300 people attending.

Work Related Learning (WRL)

A total of 57 students participated in work-related learning since the Autumn term of 2023, we hosted 7 school work experience placements with a total of 39 internships, 2 apprentices and 9 work placements for students with additional needs

Work-related learning takes place across the organisation including in the education, research and archives, visitor experience, catering and hospitality, gardening, site management, and marketing departments.

We have positive working partnerships with Rotherham Opportunities College and The View, from where SEND students have joined us on placements in the House and Gardens and we are delighted to announce that Simon, one of the familiar faces in our café, will stay on with us as a part time employee. Two previous work placement students continue with us as volunteers.

Sheffield Hallam University Applied Psychology students were tasked with conducting research into the visitor experience at Wentworth Woodhouse They were given an open brief to undertake research, taking the initiative to learn PhD research methods which resulted in creative projects.

University of Sheffield interns created a Lady Mabel lesson series and resources for secondary schools and a Leeds Beckett student researched using Tik Tok for our social media, giving a useful and professional presentation to our Marketing Manager.

A group of Masters students in architecture and architectural design worked on a community project in the Drying Green as a module on their course. They rejuvenated the area and engaged community groups from a variety of backgrounds. We're very proud to support students in applying their learning in real world situations whilst also earning academic credits for their degree courses.

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In conjunction with local educators we continue to run Inspire and Network co-creation events, with local educators, to develop our offer ensuring that it is cutting edge and responding to the needs of local schools. With this in mind, Jen became a governor of the local village school to strengthen our links with the community.

Tours and Groups

We continued to provide a variety of tours to visitors including Wentworth, Black Diamonds, Behind the Scenes, Conservation and Lady Mabel tours.

From April 2023 to March 2024, we welcomed 7,470 individuals, including those as part of group tours, to the House – compared to 9,095 the previous year.

Exhibitions and Cultural Events Programming

WE Wonder 23

On 28th August 2023 we celebrated with our targeted communities at the annual We Wonder Festival. With a grant of £29,494 from Arts Council England and working with partners Flux and Wild Rumpus, WWPT delivered a fun packed family day which included three roaming performances, each of which was repeated three or more times across the event, and seven static performances. Before the festival day a series of workshops with 13 targeted community groups were held to co-create four art installations in the shape of obelisks, a reference to the historic obelisks that were once located on the West Front lawns and that now protect the Mausoleum, to the East of the House. During festival day these art installations were placed on the lawn where activities and performances took place. With 192 workshop participants from Global Majority and/or disabled and/or economically disadvantaged backgrounds, and 1,527 festival participants, We Wonder surpassed its engagement targets and delivered a culturally rich and vibrant experience which participants enjoyed, engaged with, and found valuable. The ACE funding for this project was aimed to support previously lower-engaged groups to be creative people and to improve collaboration with creative communities through an inclusive and relevant project, of appropriate ambition, quality and dynamism. For Wentworth Woodhouse, We Wonder provided a first opportunity to test our core values and the "six pillars" of our new Cultural Strategy (2023).

WWPT is committed to on-going learning and improvement and as such, we carry out detailed evaluation of all our funded activities, in order to take any valuable learning and apply it to future work. Key findings from the We Wonder 23 evaluation told us that we:

- created new memories through new co-created festivals and performances, as a place where local people spend time socially with friends and family.
- listened and responded to different and changing perspectives and priorities.
- celebrated and told other people's stories.
- invested in the community, so they can see themselves at Wentworth Woodhouse, investing time, budget and opportunity to respond to their needs.
- sought out the least engaged who could benefit from and contribute to what Wentworth Woodhouse has to offer.
- focused on the audiences who currently visit least and began to build trust, ownership and connection between local residents and Wentworth Woodhouse.
- provided a new outlet for people in the local community to communicate their existing knowledge and represent their experiences.
- worked with project partners Flux, and with artists trusted by the community groups which was critical: the challenge now is to nurture and sustain these beginnings to build deeper connections.

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Visitor feedback

"the prayer room was a huge success and it was signposted well"
(Creative Engagement Officer)

"We had prayer tents with washing facilities and well signed and the Muslim community really did appreciate that and felt it worked really well for them. We had access points and disability viewing points, and it was really to kind of look at the event holistically, plug gaps in programming"
(Art facilitator)

Learning for future events

Some participants on the day would have liked more signage and/or a map, and comment was made on the survey about improved wheelchair access and improved/more toilet facilities outside.

The shop and food value for money were the lowest scoring for satisfaction by survey respondents (42% and 47% respectively). However, 100% would attend another event and 90% recommend to others, suggesting that these issues did not mar attendees' experiences overall.

While most participants were happy with the activities and performances provided, with 88% of survey respondents scoring these as Very Good/Good, a few attendees suggested additional activities for specific age groups such as storytelling for under 5s, and sports for teenagers. Both tennis and chess were available to play on the day, although some participants would have liked more sporting activities to be available, suggesting that levels of awareness could be raised, or a wider or different range of activities available.

This is valuable feedback and helps us to improve our offer in future.

Our thanks go to everybody involved in delivering this very special event, particularly our Creative Producer, Sophie Akbah.

Exhibitions

With no indigenous collection, the stunning but vast State Rooms of Wentworth Woodhouse have, up until recently, remained largely empty. As part of WWPT's current approach to research and development, the team has been exploring how best to showcase these spaces by developing a programme of touring exhibitions throughout 2023-2024, assessing and understanding how visitors respond to art within these otherwise empty spaces, engaging current visitors, attracting new audiences, and generating income. Our new exhibition programmes are made up of a mix of "showstoppers" major funded exhibitions, complemented by smaller self-funded and more community-based shows, providing an interesting mix and, we hope, something for everybody to enjoy.

Jason and his Argonauts

In last year's report we highlighted the exhibition *Jason and his Argonauts* by Wakefield-born artist, Jason Wilsher-Mills which was hosted on site between Saturday 29th April to Sunday 18th June 2023. Jason, a disabled digital artist, initially trained as an oil painter before learning to use digital technology when he became disabled. The exhibition saw Jason working with disabled communities around the UK to design the work. Exploring themes of disability, the exhibition told the stories of these geographically diverse, learning-disabled groups, mixing them with Jason's own biography, creating new narratives and myths about the artist.

The visitor survey in the period told us that for 48.77% this was their first visit, suggesting the exhibition contributed to bringing in some new audiences to the house.

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Comments included: *Stimulating and fun, funky modern art in a historical setting, positive promotion of disabilities, novelty and thought provoking, outside exhibits worked well.*

Some felt that the art was "*Not my cup of tea, clash to the senses* and *out of place at Wentworth"*

In addition to this survey, a separate, on-the-day and more specific to the exhibition itself "Have Your Say" feedback wall was positioned on exit for people to leave their thoughts and feelings from what they had just experienced. The following information came through:

- 3% were strongly against the exhibition and included comments such as "awful installation" and "Love the House HATE the Argonaut stuff"
- 84% of comments were overwhelmingly positive and included:
    - "inspirational, more of the same type of thing please"
    - *"Well, it's not what I was expecting but it was the best"*
    - *"Loved seeing differently abled people being represented"*
    - *"Loved it – thought provoking with a sense of humour"*
    - *"Loved the vibrancy against the backdrop of the house, more artwork please!".*

Ticketing data showed us that we had:

- 5,640 visitors on House and Gardens Admission, 2,202 visitors more than during the same period in the previous year
- £28,280 was generated in income (net of gift aid and VAT), £10,132 more than during the same period in the previous year.

Whilst we would expect to see a natural growth in visitor numbers from previous years and need to take into consideration a slight increase in the admission price, it is encouraging that we achieved a 35% increase in visitor numbers and income over the period of the exhibition.

Grayson Perry: The Vanity of Small Differences

From Wednesday 29th June to Sunday 3rd September 2023, we hosted internationally renowned and Turner Prize winning artist, Grayson Perry and his exhibition *The Vanity of Small Differences,* loaned from the Arts Council Collection.

The six large-scale tapestries (2m high and 4m long) were made by Perry in collaboration with Flanders Studio. The tapestries, completed in 2012, explore British fascination with taste and class. Inspired by William Hogarth's 'A Rake's Progress' (1733), which tells the story of the rise and fall of a young man who loses his inherited fortune through a series of bad decisions. Perry's tapestries follow the life of a fictional character called Tim Rakewell, as he develops from infancy through his teenage and middle years, to his untimely death in a car accident, as a fallen celebrity. Through the story, Perry analyses class mobility in England and gathers characters, places and objects the artist encountered on his travels through Sunderland, Tunbridge Wells, and the Cotswolds for his BAFTA winning documentary series All in the Best Possible Taste with Grayson Perry (2012).

This exhibition was an important new step in the visitor experience of Wentworth Woodhouse. As the first major exhibition hosted in the house and loaned from Arts Council Collection, it was an important step in developing a lasting relationship. It demonstrated that Wentworth Woodhouse was ready to host bigger exhibitions that held wide appeal. It also brought with it the complications of environment, infrastructure, and security. Staff and volunteer feedback for the exhibition was overwhelmingly positive. Many appreciated the vibrancy and scale of the tapestries, liked the contemporary pieces within the historic setting and enjoyed engaging visitors in the story, many bringing their own friends and family to see the exhibition. Many of the volunteers reported that visitors who had not come specially for the Tapestries and were initially unsure, had thoroughly enjoyed their experience by the end, particularly once the context had been set.

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Feedback from the visiting public told us that

- 33% of respondents had travelled over 30 miles to see the exhibition, most respondents (outside the exhibition period) travel between 0 – 10 miles.
- 50% of respondents who had visited specifically for the exhibition were first time visitors to the house.
- 85% of respondents would attend another event at Wentworth Woodhouse and 96% would recommend to others
- 95% of respondents rated the overall experience as good or very good
- Comments for the exhibition included "the Tapestries were just amazing", "Grayson Perry information boards were the best", "idea of old meeting new", "the best was seeing art close up"

On Location: Film and TV Costume

From September 19th to November 5th, we hosted the 'On Location: Film and TV Costume' exhibition in the State Rooms. This exhibition was entirely self-funded and curated by our in-house team. Costumes from 'Victoria', 'Gentleman Jack', 'Wives and Daughters', 'Downton Abbey' the movie and 'Jonathan Strange and Mr Norrell' were on display, all of which were filmed at Wentworth Woodhouse in recent years. The exhibition saw an increase in visitor numbers from the previous year as follows:

2022	**2023**	**Increase**	**% Increase**
2,811	7,621	4,810	171%

The exhibition was complemented with a Regency Afternoon Tea offer and a Jane Austen Performance.

Moving on into the spring of 2024 we launched an exhibition of Rockingham pottery- Flora, Fauna and Feasting. This exhibition included the display of some of the incredible Rockingham collection bequeathed to us from the estate of Stephen Watson.

The Rockingham Pottery, made locally in Swinton, was displayed alongside stunning contemporary pieces created by some of the UK's most significant contemporary craft artists.

Each table setting in the exhibition presented Rockingham Pottery and contemporary craft, in ceramic, textile, glass and metal. The historic and contemporary table adornments were united by their inspiration: Rockingham Pottery was commonly decorated with flowers, fauna and fruit, and contemporary crafts people continue to seek inspiration in the natural world. The exhibition oscillated between the old and new, giving pause to think about the changing nature of creativity, flowering from roots grounded in our history.

The exhibition started mid-March 2024 and evaluation is still underway.

The exhibition was a pilot, helping us to carry out the research and development work for a larger Rockingham Pottery exhibition planned for 2026, commemorating the 500th anniversary of the Rockingham pottery. Our thanks go to curators Charlotte Dew and Gregory Parsons for supporting this exhibition

Other key milestones reached this year included:

In June 2023 the Arts Council Government Indemnity Security (GIS) Advisors made their site visit and produced recommendations for interventions needed at Wentworth for us to achieve GIS status. GIS status allow us to have world class exhibitions at Wentworth by creating the correct environmental and security conditions within the building. These interventions have since been introduced and GIS status awarded in the summer of 2024.

During October -December 2023, a series of grant applications were submitted to support a George Stubbs exhibition at Wentworth in the summer of 2024. The artwork to go in the Stubbs show was agreed with lenders in March 2024.

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Research & Archive

The Research Team has worked on a variety of topics this year and played a pivotal role in researching for the Coal Mining exhibition that is currently on display in the ground floor rooms. In January 2024, they also participated in training in object handling, an important aspect of archive management. A process of cataloguing and relocation of our archive at the Mansion is now underway.

Archives and Collections

In March we were awarded a National Archives Engagement Grant. This grant has enabled us to work with research volunteers and a newly formed youth panel to share place-based stories in the mansion. Groups have worked with us to select archival objects to be displayed for the first time. We have also been able to digitise items from the archive, to make these available online and digitally on site.

We will also be providing public access to the archive for the first time in Afternoon in the Archives sessions.

Retail

At the beginning of 2024 we developed a ten-point retail strategy to meet our overarching programme of events and targeting continued growth. The focus of the strategy is to offer our customers the chance to purchase merchandise to match events and exhibitions within the House. Books continue to be our most popular range, with strong growth in sales across the period covered in this report. The success of the retail shop is heavily dependent on a dedicated staff and volunteer team to deliver the best possible return from the space. Our thanks go to them.

During the period from April 2023 to March 2024 the retail space turned over sales of £134,541, a 24% increase on the previous year

Volunteering

Between April 2023 and July 2024, volunteers contributed an incredible 53,400 hours to the work of the Trust. Volunteering goes from strength to strength, with no shortage of people giving the precious gift of their time in support of WWPT.

In November 2023 Alison and her wonderful volunteers made it to the final of the Rotherham Community Achievement Awards and though they didn't win this time, it was sure recognition of their fantastic work. Dave and Rosemary Johnson were recognised for their service to Wentworth Woodhouse when they were invited to a Royal Garden Party at Buckingham Palace in June of this year.

130 new volunteers were recruited in the period April 2023 – July 2024 and our numbers grow as our retention rate remains excellent. Our Volunteer Manager Alison Constantine finds ever creative ways of engaging the volunteers, contributing to Mansion Monthly the in-house newsletter, in addition to sending weekly updates to all volunteers, ensuring they all feel informed – sometimes with a poem to encourage participation!

I sit in a room and I room steward
There's a room steward's chair if I'm tired
If I don't want to sit, I can stand for a bit
It's the stewarding bit that's required.

I sit at my desk in the morning,
I host of great emails to see
I then check my screen, but it's empty and clean
Because no one's responded to me!

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I wish I could knit a new room steward
To be in the rooms and to chat
But me, I can't knit, not even a bit
And so that puts the kibosh on that!

We ARE now recruiting new room stewards
But they are not starting just yet
So soon I can tell that our numbers will swell
But our rotas are still under threat.

Can you spare us some time as a room steward?
My face will just light up, with glee
I will stop writing rhyme, 'cos it's really a crime
So send now, your email, to me!

Training and mentoring – **931** hours of training were completed

Fundraising – 4195 hours were contributed by fundraising volunteers – selling our bespoke items such as slate clocks, limited edition prints etc.

Crafting – 1643 hours were contributed by our crafting team, creating bespoke items to sell.

Retail - the shop continues to do well with volunteers contributing **3440** hours.

Gardens – all three gardening teams continue to thrive and contributed **7455** hours to the gardens.

Artworks – in addition Artworks contributed **1498** hours to the gardens.

Maintenance – **2339** hours were given by the maintenance volunteers, helping with general maintenance in the house as well as specialist tasks such as key making and brass restoration.

Visitor Welcome - our wonderful front of house volunteers continued to weave their magic and offer our warm Yorkshire welcome, giving us **3782** hours.

Catering and Hospitality – volunteers gave **1408** hours across café welcome, hospitality for groups and afternoon tea support.

Room stewards – **8912** hours were spent looking after the house and sharing our story with our visitors.

Christmas – 3241 hours were dedicated to supporting our popular Christmas offer.

Housekeeping – volunteers gave **1778** hours supporting the cleaning of the house.

Digital Team – **3446** hours were given.

Thousands of hours were given to other tasks, including litter picking, events, archives and research, tour support, facilities, weddings, clearance, admin support and corporate social responsibility (CSR) days.

The Wentworth Woodhouse Preservation Trust has long acknowledged that the huge teams of people, both staff and volunteers, who give tirelessly for the success of the house, are its most precious asset. With the endless support and boundless enthusiasm of our amazing team of volunteers, we continue to bring magic to the people of Rotherham, South Yorkshire and beyond, providing a shining beacon of positivity, kindness and hope.

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Digital

It has been another incredible year for the Wentworth Woodhouse Digital Team. We've increased the number of team members, and the age range of the digital volunteers now spans three generations.

In 2024, the Wentworth Woodhouse YouTube channel became revenue generating. By simply watching the videos that the team create, viewers are helping to raise much needed funds through the advertising revenue that our videos secure through the channel.

We've also been working hard to ensure that all our 300+ videos are fully optimised, so that the YouTube algorithms are triggered to promote our content to new audiences. Our video covering the life of Bonnie Wilson, who worked as a Steward's Room Boy at Wentworth Woodhouse in the early 20th Century, attracted over 32,000 views, secured almost 200 new subscribers to our channel and generated over £100 in revenue. This is the model that we're seeking to replicate across the whole of our output. You can see the video here: https://youtu.be/hij0a2XsnWI

We have a new group within the Digital Team, called the Yellow Griffins. This group, all in their 20's, have come to us as volunteers through the digital education programmes that we've run as part of our involvement with the 2025 Rotherham Children's Capital of Culture (CCoC) Programme. A recent example of their work can be seen in the video they made about the statue of Antinous, to the left of the main staircase at Wentworth Woodhouse: https://youtu.be/-VZ2aBH6TQg

In July and August 2024, we were delighted to run our first ever Filmmakers Summer Camps for 8 – 11-year-olds. They were designed by Tom Marshall, who undertook the training of our volunteer Digital Team and all our CCoC Programmes. We're delighted that the Camps were run by people who have been involved with the CCoC training programmes at Wentworth Woodhouse since 2022, with support from the wider volunteer team. The Camps were a huge success with both the children that attended, and their parents and guardians. The pilot programmes involved almost 30 children. In September, we'll complete the evaluation of the Camps and we're hoping that they might become a regular feature of our offer at the House. You can see some of the 'Behind the Scenes' footage from the second Camp here: https://youtu.be/p3OpAwt64yQ

Marketing

Throughout 2023/24 our marketing tagline for the year has been 'Big House, Bigger Ideas' to encapsulate our desire to do things differently, as well as the scale of our plans for the future of the site.

Since 2021, the Marketing Team have focused on implementing a bespoke brand growth and engagement strategy which has resulted in an increase in visitor numbers by 212% in two years (to over 120,000 in 2023!) The main focus of the Marketing Team throughout 2023/24 was not only to continue growing visitor numbers and improving brand awareness, but to create multiple bespoke marketing communications campaigns to support the upcoming exhibitions, large-scale events and fundraising campaigns… as well as the opening of the highly anticipated Camellia House.

Campaigns

The team successfully delivered creative, cross-channel marketing campaigns and designed interpretation for the 2023/24 exhibitions programme, including: *Grayson Perry | Vanity of Small Differences*, *On Location | Costume Exhibition*, *Flora, Fauna & Feasting | Rockingham Pottery Meets Contemporary Craft*, and *Beneath the Surface | George Stubbs & Contemporary Artists* as well as over one hundred events. These exciting campaigns saw everything from branded cupcakes and a giant clapperboard to numerous influencer visits and a feature in Art Fund's 'Best Exhibitions in the UK' e-newsletter. As part of the Grayson Perry campaign, the team had great success with their paid social media advert which gained over 1.5 million impressions – no wonder August 2023 was our busiest month since coming to site.

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Christmas 2023 also saw the team busily planning and executing Wentworth Woodhouse's first out-of-house campaign (featuring billboards on the Sheffield Parkway, Doncaster Train Station and Meadowhall Shopping Centre). Again, this fantastic cross-channel campaign saw the Marketing Team embrace the theme, commissioning local artist, Ellie Fisher, to create campaign artwork which then ran throughout all assets, including the team's exhibitor stand at the Harrogate Flower Show and even coffee cups! This targeted campaign, consisting of print and digital adverts, influencer visits and organic/paid social media adverts, was a great success and saw *A Tale as Old as Time* bring in over 16,500 visitors (up 202% on the previous year!) In March 2024, the Marketing Team's hard work paid off when they were awarded 'Best Marketing Campaign' by Sheffield Business School for this campaign – a well-deserved pat on the back for the team!

Early 2024 saw the successful implementation of the *Just in Time | North Tower Clock Campaign* which aimed to raise £15,000 to repair the historic clock and chimes – a target which was achieved within just one week of the campaign going live!

A film created to celebrate the return of the clock to the House can be seen here: https://youtu.be/pGcirmNwY_I

Another key campaign for the Marketing Team was the opening of the newly restored Camellia House in March 2024. Behind the scenes the team was beavering away to launch this new dining destination, from designing the outlet's logo and menus, to managing photoshoots and influencer visits, whilst advertising the opening to foodies far and wide. Our collaboration with Yorkshire Food Guide was particularly successful with the joint reel gaining over 200,000 views on Instagram. Such brand collaborations have proven to be a great success, not only in terms of increasing brand awareness, but also increasing followers significantly over the past few years:

- Instagram: 141% increase since 2021 to 19,075 followers
- Facebook: 59% increase since 2021 to 32,378 followers
- LinkedIn: 146% increase since 2021 to 2,716 followers
- X: 12% increase since 2021, to 6,477 followers

A video created to mark the reopening of the Camellia House can be seen here: https://youtu.be/etAXtVrwcAo

Promotions

Throughout the year, the Marketing Team created several competitions and promotions to engage our audience both online and in-person. These giveaways included 'Festive Fridays' on Instagram, a #WentToWentworth Photography Competition on site and a Black Diamonds Guided Tour Competition via our e-newsletter (which now has over 25,000 subscribers!) Such promotions not only help to raise the profile of our visitor offer to a wider audience, but keep our followers actively engaged with the work of the Trust.

In addition, to ensure we continue to engage with our local community through our marketing, we also launched 'South Yorkshire Sundays' – an incentive which offers free admission to residents of a different South Yorkshire postcode each month. This initiative has proven to be very popular with our local community and has seen over 2,000 visitors take advantage of the promotion over the past year.

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Awards

Over the course of the year, we were delighted to be honoured with several awards. In both 2023 and 2024 we were delighted to, once again, receive Tripadvisor Travellers' Choice Awards, meaning we are ranked in the top 10% of visitor destinations world-wide for the third year running!

During the year, we were also awarded:

- The Open Country – Good Access Scheme Award,
- Historic Houses – The Frances Garnham Award for Education,
- Barnsley & Rotherham Chamber of Commerce – Business Community Impact Award,
- Barnsley & Rotherham Chamber of Commerce – Highly Commended in the Sustainability Award Category for the Camellia House,
- Green Apple Environment Awards – Innovation in Environmental Improvement (Camellia House),
- Voluntary Action Rotherham – Community Achievement Award Finalist,
- Sheffield Business School & Help to Grow: Management Alumni – Best Marketing Campaign 2024,
- RICS Regional Award – Refurbishment / Revitalisation Award, The Camellia House (Donald Insall Associates) – final to take place in October.

Our marketing activity is further complemented by coverage in local and national press. Examples of some key press coverage of the past year include:

In the spring of 2023, the John Carr 300 project, staged to celebrate the life of architect John Carr of York and connect schoolchildren with architecture, led to media coverage not only in South Yorkshire, but across the regions where participating owners of other John Carr sites are based.

In May 23, we released a press release and video around the generous donation of two mobility scooters from Clark and Partners of Sheffield. In the summer, our Forge A Link Campaign launched with a well-received press release. The campaign produced an ongoing supply of media-friendly human-interest stories featuring members of the public who donated.

Our young Creative Producers Programme gained regional coverage and saw one of the young participants and our Digital Team Head interviewed on BBC Radio Sheffield.

PR for the *Grayson Perry: Vanity of Small Differences* exhibition resulted in an article in the Yorkshire Post and a follow up feature in the YP's magazine and was picked up by the Sheffield Star, Rotherham Advertiser, Around Town magazine and other local publications. A Press Association photographer's shots of the exhibition featured in the Times.

PR for our *On Location: Costume Exhibition* resulted in staff interviews on BBC Radio Sheffield and a visit from BBC Look North's star presenter Amy Garcia for a camera piece.

In October, we gained significant positive coverage for Rotherham from the regional media when we invited Sir Nicolas Serota to the launch of our Cultural Strategy and linked with Rotherham projects Gallery Town and FLUX, and the camellia sculpture in Rotherham town centre.

In November, we staged our Fact or Facade event, linking with other stately homes laying claim to the title of 'the longest facade'. Our PR consultant worked exclusively with BBC Look North to gain live coverage of the finale - the measuring of Wentworth's East Front. That month, we also gained press coverage with Historic England's announcement that the Camellia House had been taken off the Heritage at Risk Register.

PR for WWPT's Christmas 2023 event, *A Tale as Old as Time was picked up by* regional print and online media and several journalists visited to review the event for their pages.

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In March 2024, the Sunday Times ran a three-page feature on the work of WWPT.

In April, our most important event of the year, the highly-anticipated opening of the Camellia House, was covered by The Guardian, the Daily Telegraph's Money & Property pages, ITV main news, regional TV programmes Look North and Calendar, Country Life magazine, Yorkshire Life magazine (which featured a batch of images from our launch event on its social pages), The Yorkshire Post, national gardening publications Garden Weekly, Gardening News, Gardens Illustrated and local radio, print and online media.
Trade magazines (including Premier Construction Magazine the Conservation & Heritage Journal) also covered the success of the project, focusing on its green and sustainable features.

This publicity generated interest from the Daily Mail, which sent one of their lead feature writers, Mark Palmer, to Wentworth Woodhouse to tour the Camellia House and the house. The ensuing article and photos featured in a Mail Online article

Later in spring, we made the news through our collaboration with the AMRC team for the digital scanning of our Germanicus statue, and the construction of our Changing Rooms facility with RMBC.

Press releases for our exhibition *Flora, Fauna & Feasting: Rockingham Pottery Meets Contemporary Craft*, received a warm welcome from regional press, including the Sheffield Star, and a photo feature over several pages in the Yorkshire Post's Weekend magazine.

In June, *Wentworth's Coal Story exhibition* attracted regional online, print, radio and TV coverage. A local family who had loaned their grandfather's medal for kindness to pit ponies 'starred' in this publicity, telling the touching story of how he remained underground in a roof collapse to save his pony. One of our research volunteers took part in some of the interviews.

Other PR 'wins' during 2024 range from one of our outdoor theatre events gaining coverage in Yorkshire Life magazine's What's On column to a press release for the launch of the Just in Time North Tower Clock fundraising campaign, and a further release announcing the amount had been raised in just two weeks, thanks to a £15,000 donation from a Rotherham grandmother.

Hospitality

The catering and hospitality offer continued to grow with the opening of The Camellia House in March 2024.

The opening event was a great success with lots of positive feedback and media coverage.

The Yorkshire Food Guide
"Wentworth Woodhouse's historic Camellia House blooms after £5 million restoration
From derelict shell on the Heritage at Risk Register to beautifully restored global tea house… A new life has dawned for Wentworth Woodhouse's Grade II listed Camellia House"*

Country Life
"From smashed glass to smashing teas: The restoration of a 300-year-old glass-roofed teahouse full of historic camellias. The Georgian teahouse at Wentworth Woodhouse has undergone a multi-million-pound restoration which has saved the centuries-old camellias which grow within"

The menu delivers a range of international small plates alongside delicious global teas and has been well received. With views out over the orchard to the Ionic Temple and a menu focused on using fresh, locally sourced ingredients to create delicious flavours, it's the perfect setting.

The hospitality team is now made up of 8 full, 13 part time, and 24 casual staff. We have a capable team to deliver multiple outlet options daily: Butler's Pantry Café, Camellia House (Fine Dining), Afternoon Tea in the Long Gallery, outdoor food kiosks, our corporate offer, private parties and weddings.

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The Butler's Pantry Café has a loyal following, as we continue to introduce seasonal menu changes with high standards of quality and service delivering locally sourced produce as well as a plan to use produce from the Community Garden whenever available.

The production of home-baked products continued. The Butler's Pantry Café has in-house baked products on offer, produced in our kitchens, with the remainder being sourced from small artisan bakers from the South Yorkshire area. We continue to nurture partnerships in contribution to the local economy.

The corporate offer has once again been improved with companies choosing Wentworth Woodhouse as a venue for their away days. The package that aims to combine other House experiences such as tours, garden walks, and break out spaces. The success of the corporate events is based upon flexibility and the team being able to deliver bespoke experiences to the customers.

Private parties continued to grow in popularity having the capacity to offer bespoke room space and menus to suit any occasion. The Afternoon Tea offer continued in a good position with focus in quality, service and cost control. The menus continue to change following the seasons.

Hospitality (F&B) continues to be our fastest growing department, and this is reflected in the increase in sales across the department compared to the same period in 2022/2023.

The Butler's Pantry Café sales (including the external food kiosks) increased from just over £437,000 to just under £600,000.

The Afternoon Tea offer has remained consistent with income of around £220,000 and our corporate, celebration and private function offer increased from minimal income to over £115,000.

Our thanks go to the team for their valuable input into our hospitality business.

Events and Film Location Hire

The house was closed to the public in April 2023 for the filming of major HBO production 'The Regime' starring Kate Winslet and Hugh Grant. This was the only major film contract that took place across the period of this report, this was due in part to the actors and writers' strikes taking place in the USA which had a knock-on effect in the UK.

The WE Wonder event took place in August 2023, delivered in partnership with Flux Rotherham and supported by Arts Council England. The event was attended by over 1600 visitors and was a celebration of color, culture and fabric, linked to the major Grayson Perry exhibition "The Vanity of Small Differences" that was staged during August in the house. The We Wonder Festival, which is particularly focused on bringing art, music, dance, and theatre to our target groups- the global majority, low-income households and disability groups, is now well established and we hope, will continue to be delivered annually.

We hosted partnership events with Colourscape returning to Wentworth Woodhouse in May 2023 allowing visitors to experience a world of colour and light. We held our first ever VW event with camping in the gardens and hosted a series of low-key musical events on Sundays across the summer.

We also presented our first panel discussion event 'A Question of Wentworth' hosted by a panel of experts, inviting visitors to ask questions about the history and myths of the house.

The Wentworth by Candlelight tours that were established last year as a fundraising activity, were programmed as part of our annual events calendar this year, with a Candlelight Plus offer also created, allowing visitors to experience Wentworth late at night. The Wentworth Music Festival has been part of the events programme throughout WWPT's ownership of the site, but the 2023 festival was the last to be hosted here, we wish Toby, Steve and the festival crew all the very best.

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This year we made our biggest investment to date in the events programme as we brought the Christmas house offer in-house, and working in partnership with North Star, developed a light trail offer in the gardens. The production 'A Tale as Old as Time' invited visitors to experience the house as an overgrown, abandoned fairy tale mansion that led them out into the magical light trail experience in the West Front Gardens. The house experience was developed and delivered entirely by staff and volunteers and was extremely well received by visitors. The investment in the Christmas offers certainly paid off with 16,500 visitors attending, by far our biggest audience to date. We hope to build on this in future, extending our Christmas offer and adding other major seasonal events. Our sincere thanks go to all the staff and volunteers involved, particularly our Events team.

Saying Goodbye and Welcoming New Faces

Sadly, over the course of the year, we said goodbye to a few familiar faces: Andrew Jones, from the front of house desk and one of our longest serving members of staff, moved on to married life and pastures new; Linda Purvis, also from reception retired and Rachel Savage left the events team to take up a new position at The Kirkwood. Our best wishes and thanks go with them all.

A very special thanks must go to Julie Readman. Julie joined the Trust in early 2017 just as WWPT was taking ownership of the site. She committed to step out of her newly relished retirement and to work for just 6 months as an interim CEO whilst the Trust became established and recruited a permanent executive to take the lead.

Julie was persuaded to stay on "just a little longer" to support the maintenance and capital works programmes. Seven years later she has finally hung up her pink hard hat and has retired, though she is staying on as an advisor on a one day a week basis. The site simply would not be where it is today without her and her incredible commitment to making Wentworth a success. Her work, both paid and many, many hours of volunteering, does not go unrecognized. We wish her and her husband Steve many years of happy, stress-free retirement! A video about Julie's time at the House can be seen here: https://youtu.be/gBeXIQRYK6Y

Welcoming new faces to the team is always a pleasure and this year Rosie Frisby joined the Marketing team in May along with Ryoko Fujiya, a welcome addition to our Finance team. Carole Foster joined as a Fundraising Manager in October, and Julia Murray at the end of the financial year to host the newly opened Camellia House.

Given the sheer scale of the project now, and the incredible rate at which the business is growing, this year WWPT introduced a new Senior Leadership Team to support the CEO with the challenges ahead.

Simon Gill took over from Julie Readman as the full time Head of Heritage (Buildings and Landscapes). Simon was part of the team that built the research stations on Antarctica before moving into his heritage specialism. Victoria Ryves, our new Head of Culture and Engagement joined us in October from Doncaster Council and is already making considerable impact with the exhibitions programming (see page 11) and Creative Health work. Both posts are funded through grants gratefully received from the National Lottery Heritage Fund (NLHF) and the South Yorkshire Mayoral Combined Authority (SYMCA).

Dean Borrington joined us as the Chief Operating Officer in February 24 and is responsible for the day to day running of the site, allowing the CEO time to deal with funding applications and external relationships. Dean and his fellow colleagues bring a wonderful new energy and enthusiasm to the site, and we look forward to seeing the impact of their work in the coming years.

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Special Guests

We were very fortunate to welcome several special guests this year, from near and far. In July 2023 we were visited by NASA Apollo Commander David Scott and his wife Margaret Black-Scott. David was the 7th human to walk on the moon and flew on Gemini 8, Apollo 9, and was Spacecraft Commander on Apollo 15. Margaret, originally from Rotherham, returned to South Yorkshire from her adopted home in the US, for the first time in over 60 years. Margaret also had a hugely successful career at Morgan Stanley Bank. David and Margaret have become firm supporters of Wentworth Woodhouse, and we look forward to seeing them again later in 2024.

In October Sir Nicolas Serota, Chair of Arts Council England, launched our new Cultural Strategy at a special event at the Mansion. To celebrate we wrapped the pillars on the portico with an artwork by Patrick Murphy, displaying the six statements that underpin our strategy:

We are Bold
We are Nurturing
We are Industrious
We are Curious
We are Custodians
WE ARE ROTHERHAM

The strategy is a powerful and ambitious document, setting out our plans for delivering a world class range of cultural activity over the coming decade. This, along with the Masterplan A New Life 2018, and the Wentworth Woodhouse Landscape Masterplan, provides a suite of documents that focus our direction of travel for the creation of an international cultural destination of choice for future generations.

In November 2023 we welcomed our peers from Hopetoun House in Scotland and Stowe House Preservation Trust in Buckinghamshire. Both sites, like Wentworth Woodhouse, have been led to believe they have the longest façade in the UK, so our digital team decided it was time to put the question to the test. With the help of the Chair of Donald Insall (specialist conservation architects) Tony Barton and his trundle wheel, the team set out to film all three sites being measured and created fascinating documentaries about the history and modern-day uses of each site. The grand reveal took place at Wentworth Woodhouse on 3rd November with Look North filming the result for the tv news that night.

The outcome? Well, it can be seen here: https://youtu.be/DdMN1wrF7uc

Fundraising

This year, WWPT Chair, Dame Julie Kenny, became only the second female Master Cutler of Hallamshire, since the role was created over 400 years ago.

Each year the Master Cutler nominates a charity to be the recipient of funds from the Master Cutler Challenge and Julie chose Wentworth Woodhouse to be her charity of choice for her year in office. More specifically, she launched her Master Cutler Challenge to raise vital funds for the Education, Community, and Cultural programmes at Wentworth, uniting hundreds of individuals and businesses from across South Yorkshire, to participate in a variety of fun ways.

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The campaign raised an impressive £235,000 and was the biggest fundraising campaign WWPT has been involved with to date. We are grateful to all who participated, too many to mention all by name but special thanks must go to the following:

- Around Town Magazine for the Fashion Show
- Special Melted products for the Medium Night
- Equans for the Family Fun Day
- Hawsons and Irwin Mitchell for 5 aside football
- OSL for Tough Mudder
- DLA Piper for Monopoly
- Icotope for Dinner
- The MCC team for the Golf Day
- Maltby Learning Trust and AESSEAL for the numerous events they ran in support of the campaign
- And Dave and Jane Richards and Nick Craggs for their support

And everybody else who worked so hard to help make the Master Cutler Challenge a huge success.

Our thanks also go to Dean Borrington who donated months of volunteer time to the campaign, Charlotte Kenny and Alex Gardener for keeping it all on track and making sure motivation levels were kept high!!

It was an incredible campaign with a terrific final fundraised total, none of which would be possible without our wonderful Chair Dame Julie Kenny DBE DL. to whom we are eternally grateful.

In addition to the Master Cutler Campaign, over the course of the year, we held over 60 other fundraising events, each contributing to our cause. These included:

- 4 sold out quiz nights, which have now become a staple of our fundraising programme
- "Cheese and Friends" and "Filey Bay" sold out nights in Whistlejacket
- A fantastic performance of "A Christmas Carol" by Gerald Dickens, a direct descendant of Charles Dickens, this was accompanied by a festive two course meal.
- Dearne Big Band performed "Swing Through the Decades" to 120 people in the Marble Saloon which received a 10-minute standing ovation- the feedback we received was incredible.
- We celebrated 80 years of the D Day landings with a Vera Lynn tribute act in the Pillared Hall, which again received great feedback.
- Once again, we had a Murder Mystery night- Murder at the Manor, which was performed by Murder 57 and sold out to 60 guests.
- We have also had a Fascinator and a Glass workshop in the Low Drawing Room, where guests have been able to take items, they have made, home with them.

Our premier fundraising event, the Black Diamonds Ball, was also a major success, attracting 196 attendees and raising a total of £57,558. We extend our deepest gratitude to our dedicated Chair, Dame Julie Kenny DBE DL, whose leadership was instrumental in making this event possible.

Our fundraising stand continued to offer a variety of items, many of which were recycled from the House. We're thankful to everyone involved in creating our range of products, including slate clocks, keyrings, balusters from the roof and Camellia House that were repurposed, as well as framed images of the house, tea light holders, and charcuterie boards.

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During the period from April 2023 to March 2024 the Trust attracted £390,650 through fundraising activities of which £191,089 was restricted.

The Trust is not currently part of a voluntary scheme for regulating but, as we expand our fundraising activities, we will look to join a scheme. We have not received any complaints with regards to our fundraising. As part of our commitment to treat all our donors fairly, we ensure that we do not unreasonably intrude on a person's privacy; that no-one is unduly pressured to donate; and that we do not undertake unreasonably persistent approaches for the purposes of soliciting or otherwise procuring money or property. If any of our current donors wish to stop giving, we will respect their decision. The needs of people in vulnerable circumstances are also recognised and acknowledged.

Funding Awarded or Pledged Since April 2024

Please note, for some of these grants the monies will be received post year end.

Rachel Walker Charitable Foundation	£ 250,000
Earl Fitzwilliam Charitable Trust	£ 25,000
Worshipful Company of Clockmakers	£ 2,500
Rachel Walker Charitable Foundation	£ 225,000
Lord Faringdon Charitable Trust	£ 25,000
John R Murray Trust	£ 50,000 (pledged awaiting funds)
UK Shared Prosperity Fund	£ 394,000 (pledged awaiting contract)
Historic England	£ 528,475 (pledged awaiting contract)
National Archives	£ 5,000
Arts Council England (Stubbs)	£ 29,972
Rotherham Metropolitan Borough Council (AIR)	£ 1,000
Arts Council England (We Wonder 24)	£ 29,988
Rotherham Metropolitan Borough Council (Film School)	£ 3,070
Elizabeth Cayzer Charitable Trust	£ 30,000 (£20,000 received and £10,000 pledged)
The George Cadbury Trust	£ 10,000

Financial Matters

Financial Review

The financial statements, set out on pages 34 to 60 give details of the charity's funds and how these have been applied during the year.

Total income amounted to £7,242,339 (2023: £6,036,882). Included in total income is unrestricted income of £2,316,573 (2023: £2,093,948). This is an increase of 10.6% compared to prior year. Despite a substantial fall in filming revenues, the overall growth was boosted by higher visitor numbers than previous years, increased hospitality revenues, and income from our new in-house Christmas event.

Total expenditure was £7,259,707 (2023: £6,009,103) resulting in net expenditure of £17,368 (2023: net surplus of £27,779). It should be noted that this figure includes expenditure on the capital works programme. Unrestricted expenditure was £2,567,717 (2023: £2,095,893). This is an increase of 22.5% compared to prior year. This was driven by an above inflation increase in core costs such as energy, insurance and minimum wage rates. Unfortunately, this has led to a deficit of £272,257 on the unrestricted funds this year. Restricted funds have increased this year as a result of grant monies having been received but not yet spent.

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As at 31 March 2024, funds totalled £9,181,702 (2023: £9,199,070) of which £258,871 (2023: £531,128) were unrestricted funds, £1,110,405 (2023: £885,516) were restricted funds and £7,812,426 (2023: £7,782,426) were endowment funds. The fall in unrestricted funds is as a result of the above mentioned operating loss for the year.

It should be noted that £7,347,436 of the value of the endowment is not cash but relates to the value of the built asset and associated heritage assets.

Going Concern

The Trust reported an unrestricted deficit of £272,257 for the year ending 31 March 2024, with free reserves amounting to £157,239 as of the same date. In response to these results, the trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 March 2026. The latest budget for the year ending 31 March 2025 forecasts total income of £3.51 million and costs of £3.50 million, resulting in an expected surplus of £12k. Included in this income is unsecured grant funding of £38,000. For the year ending 31 March 2026, the draft budget anticipates total income of £3.88 million and costs of £3.85 million, resulting in a projected surplus of £30k. Included in the forecasts to 31 March 2026 is income which is unsecured totalling £445,000.

The extent of required income which is still to be secured for the year to 31 March 2026 indicates the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. However, the charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. For these reasons, the directors are confident that the organisation has sufficient resources to continue operating for the foreseeable future and have prepared the financial statements on a going concern basis.

Consequently, the financial statements have been prepared on a going concern basis and do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

Principal Risks & Uncertainties

The Trustees have a risk management strategy which comprises:

- A bi-monthly review of the principal risks and uncertainties that the Trust and the subsidiary Wentworth Woodhouse Trading Ltd face. These risks are presented in the form of two risk registers; Corporate Risk and Capital Works Risks.
- The establishment of policies, and systems to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Trust should these risks materialise.

Key financial risks are detailed below. Attention is also focused on non-financial risks arising from fire, health and safety, legal claims, and damage to the reputation of the Trust. These are managed by ensuring we are fully compliant with legislation; we have robust policies and procedures in place and that regular awareness training is provided for staff and volunteers working in these operational areas.

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Risk 1

Insufficient income is obtained to support ongoing revenue required to maintain and manage Wentworth Woodhouse. Charity support and commercial income is not received or sufficiently generated to meet expectations.

Remedial Action

Risks to revenue have arisen because of the ongoing cost of living crisis and a lack of filming income, negatively impacting our income over the year. In addition, inflationary increases have adversely affected our cost base. However, the mix of commitments from charitable sources and commercial income from several on-going and proven streams, for which conservative assumptions have been made, provide a robust basis and substantially mitigate the risk.

We continue to seek charitable donations, engage the public, charities and seek to develop an active fundraising strategy. Our new Senior Leadership team bring with them expertise and we are already seeing the positive impact our new exhibition programme brings by attracting new visitors. The new COO is seeking to improve our cost base, increase sales levels and improve margins.

Each departmental head is working to a business plan and budget to maximise opportunities for income generation. Financial reporting continues to be received, and monitoring of the financials carried out, by the Finance, Staffing and Audit Committee.

Risk 2

Fundraising to support revenue costs as detailed in the fundraising strategy fails to achieve targets required. Fundraising committee fails, costs cannot be met, Wentworth Woodhouse fails and closes.

Remedial Action

An experienced fundraising CEO and an influential Board of Trustees are in place. The Trust has good existing relationships with funders. A high number of volunteers are included in fundraising activities.

However, the fundraising target is very high for the year ahead and all staff have been tasked with trying to generate as much income as possible through fundraising efforts. The Trust ensures donations can be easily received by way of onsite donation boxes, QR code signs and JustGiving.

Risk 3

Inadequate reserves and cash flow problems. Falling income, poor financial management and accounting, lack of adequate information and profligate spending. Wentworth Woodhouse cannot meet its commitments and ceases to be a going concern.

Remedial Action

The Trustees ensure regular financial monitoring with monthly cashflows and management accounts being produced. The new Senior Leadership Team provide a much-needed resource, required to grow the business and improve income levels into the business.
The Trust has a strong mix of Trustees with commercial, heritage and banking backgrounds.
Cash flow is critical, and discussions are underway with Government bodies, funders and donors to explore ways in which the Trust might trade more comfortably over the next 4-5 years until the next phase of major works is completed.

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Risk 4

Loss of capital due to theft or fraud. Inadequate financial controls. Reputational risk, potential for further sanctions, fewer resources to deliver charitable objectives.

Remedial Action

The Trust has implemented stringent financial controls and procedures. Approval thresholds are in place for all payments, and all payments require two signatures. An anti-money laundering policy is in place and client identification required for all transactions over £10k in value. Bank mandate and financial controls are reviewed annually.

Risk 5

The impact of the cost-of-living limits visitor numbers. Lack of destination support, parking facilities etc. Poor visitor numbers equate to lower visitor spend and therefore income to sustain the House as a visitor attraction.

Remedial Action

Pricing increases have been introduced. A new targeted approach to marketing is being considered. The exhibition programme is attracting new audiences and increases in visitor numbers.

Reserves Policy

The Trustees have considered the reserves held by the Trust as at 31 March 2024. The Trust needs reserves to enable it to develop its long term aims as well as ensuring the continuation of current activities. As at 31 March 2024, the Trust held reserves totalling £9,181,702 of which £7,812,426 were held in endowment funds, £1,110,405 were held in restricted funds and £258,872 were held in unrestricted funds. Free reserves as at 31 March 2024 totalled £157,240 (2023: £426,914). It is the Trustees' ambition to hold free reserves in cash or in grant offers awarded but not yet received, which will be sufficient to cover six months of its unrestricted operating costs, which currently equate to £1,300,000. The Trustees are conscious of the use this year of our reserves as a result of above mentioned challenges with income and expenditure. Trustees are confident of a recovery plan that will rebuild reserves to target levels within the next four - five years.

Plans for Future Periods

The year ahead is not without risk. Whilst on the one hand we are a fast-growing business with ambitious ideas and a huge level of support, on the other the ever-increasing cost base of running such a huge site makes life very challenging for us all.

We are limited by a lack of usable space. This may seem ridiculous given the size of the site, but much of the house and almost all the Stables is semi-derelict and not fit for purpose. The only solution is to push on with further capital development of the site, providing us with more trading space and an all-weather facility for events, to help us to become a self-sustaining business. This comes at a cost and over the coming months we shall be making multiple applications for major funding to take the whole operation at Wentworth Woodhouse to another level. In addition to the capital bids, we are already someway down the track with a variety of cultural activity-based bids and we hope to see new and exciting partnerships forming in the coming months.

There is much to look forward to. In 2025 Rotherham will become the world's first Children's Capital of Culture, and Wentworth Woodhouse will play a key role in delivering a fascinating array of activities targeted at, and co-created with, young people.

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In July of 2025, we shall welcome the RHS Flower Show. This will be the biggest event we have held at Wentworth, and we hope to see it return every three years, bringing up to 15,000 visitors a day to the site and to the wider Rotherham and Barnsley area.

In September of 2024 a BBC documentary, Our People, Our Yorkshire Stately Home, will be aired on BBC1, further raising the profile of the site and of the fantastic work of our staff and volunteers.

Our fan base across the world is growing thanks to our digital team and our dedicated volunteers in the USA. We still have such a huge mountain to climb but each year our numbers grow, and our impact is more widely felt. Continued support from our donors and funders had never been more needed or appreciated and we hope to achieve even greater things in 24/25.

Public Benefit Statement

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Details of the activities carried out to deliver the public benefit are set out in the Achievements and Performance section above.

Structure, governance and management

The Wentworth Woodhouse Preservation Trust is a Building Preservation Trust and a company limited by guarantee. Wentworth Woodhouse Trading Limited is a wholly owned subsidiary of the Trust. At present the Trust is managed by its Trustee body, the Board of Trustees. This body usually meets bi-monthly and currently has 12 members.

The responsibility for recommending the appointment of trustees to the Board rests with the Board of Trustees. Trustees are appointed on the basis of an analysis of the current skills on the Board and the need to strengthen its ability to direct the affairs of the Trust, and the individual ability of any nominee to meet the perceived gap in skills and other qualities that they may bring to the Trust.

All trustees receive a copy of the Constitution, the latest guidance form the Charity Commission on the role of an effective trustee and an organigram detailing the executive structure of both the Trust and the trading company. They all attend tours of the house and gardens and meet with the CEO in advance of their formal appointment.

Within the Board of Trustees there are two sub-committees: the Finance, Staffing and Audit Committee and the Capital Works Project Steering Group (which has Trustee representation within its membership).

Key management personnel remuneration policy

The trustees delegate the day to day management of the charity to the key management personnel. Remuneration for key management personnel is determined by the Board of Trustees. Levels are established from a review of the objectives of the charity, the tasks to be achieve, the responsibility of the role and the breadth of skill required. In addition, levels are benchmarked within the locality and within the heritage sector.

Third party indemnity provisions

Insurance for trustees against liabilities in relation to the company, as permitted by the Companies Act 2006 is maintained under a policy held by Wentworth Woodhouse Preservation Trust.

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Trustees' responsibility statement

The trustees (who are also directors of Wentworth Woodhouse Preservation Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

In so far as the trustees are aware;

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the trustees have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

In approving the trustees' report, we also approve the strategic report included therein, in our capacity as company directors.

This report was approved by the trustees, on 10/12/2024 GMT and signed on their behalf by:

Julie Kenny

Signer ID: G78NT4FVKO...

Dame Julie Ann Kenny DBE DL
Chair

Document ID: 2beb96edf5bdc0e9b23f045df736b4ac13844c1bcea5500282ea4dd53cf45a92

Opinion

We have audited the financial statements of Wentworth Woodhouse Preservation Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024, which comprise the consolidated statement of financial activities, the consolidated balance sheet, the company balance sheet, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2024, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

The trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 March 2026. These projections include approximately £500k in unsecured income for the period. As of 31 March 2024, the charity's free reserves stand at £157,239. The charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. Consequently, the financial statements have been prepared on a going concern basis.

We draw attention to note 2.2 in the financial statements which indicates the events and conditions that may cast significant doubt on the group's ability to continue as a going concern. As stated in note 2.2, these events or conditions, indicate that a material uncertainty exists.

In forming our opinion, which is not modified, we have considered the adequacy of the disclosures made in note 2.2 of the financial statements concerning the group and parent charitable company's ability to continue as a going concern.

The group incurred an unrestricted deficit of £272k during the year ended 31 March 2024 and at that date has free reserves of £157k. These conditions along with the other matters explained in note 2.2 to the financial statements indicate the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

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Other information

The other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so,
consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

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Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group through discussions with management and trustees, and from our knowledge and experiences of the sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group, including Companies Act 2006, Charities Act 2011, health and safety, data protection and food hygiene standards;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- investigated the rationale behind significant or unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BHP LLP

Signer ID: WKOLTHN6RI...

Rachel Heath (Senior statutory auditor)
for and on behalf of

BHP LLP
Chartered Accountants
Statutory Auditor
2 Rutland Park
Sheffield
S10 2PD

Date: 10/12/2024 GMT

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income and endowments from:						
Donations and legacies	4	**174,070**	**4,925,766**	**-**	**5,099,836**	4,044,365
Charitable activities	5	**394,350**	**-**	**-**	**394,350**	334,354
Oher trading activities	6	**1,740,601**	**-**	**-**	**1,740,601**	1,655,682
Investments	7	**7,552**	**-**	**-**	**7,552**	2,481
Total income and endowments		**2,316,573**	**4,925,766**	**-**	**7,242,339**	6,036,882
Expenditure on:						
Raising funds	8	**1,415,986**	**47,925**	**-**	**1,463,911**	1,176,037
Charitable activities	9	**1,151,731**	**4,644,065**	**-**	**5,795,796**	4,833,066
Total expenditure		**2,567,717**	**4,691,990**	**-**	**7,259,707**	6,009,103
Net income / (expenditure)		**(251,144)**	**233,776**	**-**	**(17,368)**	27,779
Transfers between funds	21	**(21,113)**	**(8,887)**	**30,000**	**-**	-
Net movement in funds		**(272,257)**	**224,889**	**30,000**	**(17,368)**	27,779
Reconciliation of funds:						
Total funds brought forward		**531,128**	**885,516**	**7,782,426**	**9,199,070**	9,171,291
Net movement in funds		**(272,257)**	**224,889**	**30,000**	**(17,368)**	27,779
Total funds carried forward	21	**258,871**	**1,110,405**	**7,812,426**	**9,181,702**	9,199,070

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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WENTWORTH WOODHOUSE PRESERVATION TRUST
(A company limited by guarantee)

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	14		**156,236**		169,964
Heritage assets	15		**7,842,426**		7,842,426
			7,998,662		8,012,390
Current assets					
Stocks	16	**83,895**		58,844	
Debtors	17	**781,768**		831,260	
Current asset investments	18	**235,279**		-	
Cash at bank and in hand		**1,338,116**		1,354,601	
		2,439,058		2,244,705	
Creditors: amounts falling due within one year	19	**(1,242,685)**		(1,004,692)	
Net current assets			**1,196,373**		1,240,013
Total assets less current liabilities			**9,195,035**		9,252,403
Creditors: amounts falling due after more than one year	20		**(13,333)**		(53,333)
Total net assets			**9,181,702**		9,199,070
Charity Funds					
Endowment funds	21		**7,812,426**		7,782,426
Restricted funds	21		**1,110,405**		885,516
Unrestricted funds	21		**258,871**		531,128
Total funds			**9,181,702**		9,199,070

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorized for issue by the Trustees and signed on their behalf by:

Julie Kenny
Signer ID: G78NT4FVKO...
Dame Julie Ann Kenny DBE DL

Date: 10/12/2024 GMT

The notes on pages 38 to 60 form part of these financial statements

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COMPANY BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	14		**131,237**		134,165
Heritage assets	15		**7,842,426**		7,842,426
			7,973,663		7,976,591
Current assets					
Stocks	16	**2,543**		2,543	
Debtors	17	**766,326**		687,164	
Current asset investments	18	**235,279**		-	
Cash at bank and in hand		**1,314,195**		983,865	
		2,318,343		1,673,572	
Creditors: amounts falling due within one year	19	**(1,306,184)**		(788,661)	
Net current assets			**1,012,159**		884,911
Total assets less current liabilities			**8,985,822**		8,861,502
Creditors: amounts falling due after more than one year	20		**-**		(30,000)
Total net assets			**8,985,822**		8,831,502
Charity Funds					
Endowment funds	21		**7,812,426**		7,782,426
Restricted funds	21		**1,110,405**		885,516
Unrestricted funds	21		**62,991**		163,560
Total funds			**8,985,822**		8,831,502

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £154,310 (2023 - £(298,464)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect of accounting records and preparation of financial statements.

The financial statements were approved and authorized for issue by the Trustees and signed on their behalf by:

Julie Kenny

Signer ID: G78NT4FVKO...

Dame Julie Ann Kenny DBE DL

Date: 10/12/2024 GMT

The notes on pages 38 to 60 form part of these financial statements.

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CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	**2024** **£**	2023 £
Cashflows from operating activities			
Net cash used in operating activities	24	**301,296**	(511,623)
Cash flows from investing activities			
Bank interest		**7,552**	2,481
Purchase of tangible fixed assets		**(57,054)**	(36,567)
Sale of tangible fixed assets		**7,000**	-
Purchase of heritage assets		**(30,000)**	(15,000)
Net cash used in investing activities		**(72,502)**	(49,086)
Cash flows from financing activities			
Repayment of borrowing		**(10,000)**	(10,000)
Net cash used in financing activities		**(10,000)**	(10,000)
Change in cash and cash equivalent in the year		**218,794**	(570,709)
Cash and cash equivalents at the beginning of the year		**1,354,601**	1,925,310
Cash and cash equivalents at the end of the year		**1,573,395**	1,354,601
Cash and cash equivalents consist of:			
Cash at bank and in hand		**1,338,116**	1,354,601
Short term deposits (included in current asset investments		**235,279**	-
Cash and cash equivalents	25	**1,573,395**	1,354,601

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1. General information

Wentworth Woodhouse Preservation Trust is a registered charity and company in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The Trust constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wentworth Woodhouse Preservation Trust 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. The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking Wentworth Woodhouse Trading Limited, on a line by line basis.

The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

2.2 Going concern

The Trust reported an unrestricted deficit of £272,257 for the year ending 31 March 2024, with free reserves amounting to £157,239 as of the same date. In response to these results, the trustees have conducted a thorough review of the detailed income and expenditure forecasts up to 31 March 2026. The latest budget for the year ending 31 March 2025 forecasts total income of £3.51 million and costs of £3.50 million, resulting in an expected surplus of £12k. Included in this income is unsecured grant funding of £38,000. For the year ending 31 March 2026, the draft budget anticipates total income of £3.88 million and costs of £3.85 million, resulting in a projected surplus of £30k. Included in the forecasts to 31 March 2026 is income which is unsecured totalling £445,000.

The extent of required income which is still to be secured for the year to 31 March 2026 indicates the existence of a material uncertainty which may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern. However, the charity is actively engaging with funders and prioritising income generation and stringent cost management. The trustees remain confident in the charity's ability to secure the necessary income, supported by positive feedback from funders. This confidence underpins the trustees' belief that the charity will maintain sufficient resources to continue its operations for the foreseeable future. For these reasons, the directors are confident that the organisation has sufficient resources to continue operating for the foreseeable future and have prepared the financial statements on a going concern basis.

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Consequently, the financial statements have been prepared on a going concern basis and do not include the adjustments that would result if the group and parent charitable company was unable to continue as a going concern.

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilments of those conditions is within the control of the charity and it is probable that they will be fulfilled. No amounts are included in the financial statements for services donated by volunteers.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grant funding, which is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Raising funds comprise the costs of fundraising activity and direct costs of trading.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities include the costs of activities undertaken to further the purposes of the charity and shared costs recharged to the trading company.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

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2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised, unless part of a larger project.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the consolidated statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Plant and machinery	- 33% reducing balance
Fixtures and fittings	- 33% reducing balance
Office equipment	- 33% reducing balance

2.6 Heritage assets

Heritage assets are recognised on the balance sheet and initially measured at cost when purchased or if donated, their valuation. Assets are subsequently stated at cost or valuation less accumulated depreciation and accumulated impairment losses.

Heritage assets are not depreciated because the building is currently being reconstructed.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash at bank and 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.

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2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally the listed structures at Wentworth Woodhouse, which include the Mansion and its historic contents, the stables, the Camellia House, the Ionic Temple and 83 acres of historic landscape. All of these assets are classified as heritage assets. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

2.13 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

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2.14 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

3. Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Support costs which relate to more than one charitable activity are allocated to those activities based on an assessment criteria of percentage of total income.

4. Income from donations and legacies

	Unrestricted funds 2024 £	**Restricted funds 2024 £**	**Total funds 2024 £**	Total funds 2023 £
Donations	172,318	94,996	**267,314**	239,201
Grants	1,752	4,830,770	**4,832,522**	3,805,164
Total	174,070	4,925,766	**5,099,836**	4,044,365
Total 2023	101,431	3,942,934	4,044,365	

5. Income from charitable activities

	Unrestricted funds 2024 £	**Total funds 2024 £**	Total funds 2023 £
Visitor operations	394,350	**394,350**	328,305
Commercial and residential rents	-	**-**	6,049
Total	394,350	**394,350**	334,354
Total 2023	334,354	334,354	

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6. Income from other trading activities

Income from non-charitable trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Wentworth Woodhouse Trading Limited	1,682,181	**1,682,181**	1,589,067
Miscellaneous income	58,420	**58,420**	66,615
Total	1,740,601	**1,740,601**	1,655,682
Total 2023	1,655,682	1,655,682	

7. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank Interest	7,552	**7,552**	2,481
Total	7,552	**7,552**	2,481
Total 2023	2,481	2,481	

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8. Raising funds

	Direct costs 2024 £	**Support costs 2024 £**	**Total funds 2024 £**	Total funds 2023 £
Public and private events	228,074	18,532	**246,606**	201,006
Depreciation	-	4,650	**4,650**	2,108
Wentworth Woodhouse Trading Limited – direct costs	1,195,816	16,839	**1,212,655**	972,923
Total	1,423,980	40,021	**1,463,911**	1,176,037
Total 2023	1,130,779	45,258	1,176,037	

Of the expenditure on raising funds, £47,925 (2023: £25,131) was attributable to restricted funds.

Shared costs that have been allocated to the trading company totaling £322,052 (2023: £289,901) are within charitable activities (note 9).

9. Analysis of charitable expenditure by activities

	Activities undertaken directly 2024 £	**Support costs 2024 £**	**Total funds 2024 £**	Total funds 2023 £
Visitor operations	358,149	6,534	**364,683**	295,910
Restoration, conservation & site management	5,183,554	247,559	**5,431,113**	4,537,156
Total	5,541,703	254,093	**5,795,796**	4,833,066
Total 2023	4,523,754	309,312	**4,833,066**	

£4,644,065 (2023: £3,888,079) of the above costs were attributable to restricted funds. £1,151,731 (2023: £944,605) of the above costs were attributable to unrestricted funds.

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10. Support costs

	Fundraising expenses £	Visitor operations £	Restoration, conservation & site management £	**Total funds 2024 £**	Total funds 2023 £
Governance (note 11)	5,422	1,059	14,530	**21,011**	33,432
IT and office costs	3,121	2,022	27,734	**32,877**	52,074
Staff costs	14,410	10,734	147,211	**172,355**	196,766
Depreciation	17,068	3,453	47,350	**67,871**	72,298
Total	40,021	17,268	236,825	**294,114**	354,570
Total 2023	45,258	24,622	284,690	354,570	

Support costs are allocated on the basis of a % of income activity.

11. Governance costs

	2024 £	2023 £
Audit and accountancy fees	**13,230**	21,133
Legal fees	**-**	7,199
Professional fees	**7,781**	5,100
Total	**21,011**	33,432

12. Net income / (expenditure)

This is stated after charging:	**2024 £**	2023 £
Depreciation of tangible fixed assets owned by the charitable group	**67,875**	72,835
Auditor's remuneration – audit	**12,000**	15,800
Auditor's remuneration – other services	**1,230**	5,333
Profit on disposal of asset	**4,093**	-

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13. Staff costs

	Group 2024	Group 2023	**Company 2024**	Company 2024
	£	£	**£**	£
Wages and salaries	**1,460,013**	1,165,725	**1,460,013**	1,165,725
Social security costs	**106,196**	89,510	**106,196**	89,510
Other pension costs	**36,064**	29,307	**36,064**	29,307
Total	**1,602,273**	1,284,542	**1,602,273**	1,284,542

The average number of persons employed by the company during the year was as follows:

	Group 2024	Group 2023
	£	£
Fundraising	**3**	3
Catering	**40**	36
Visitor operations & retail	**22**	20
Events & filming	**4**	4
Facilities	**16**	15
Other	**17**	12
Total	**102**	90

The number of employees who employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2024	Group 2023
	£	£
In the band £80,001 - £90,000	**1**	1

The key management personnel of Wentworth Woodhouse Preservation Trust comprise the CEO, the COO, Head of Heritage and Head of Culture. Their total emoluments earned as employees of Wentworth Woodhouse Preservation Trust, including employer national insurance and pension contributions totals £152,941 (2023: £177,061).

Please refer to page 28 of the Trustees' Annual Report for details on how executive pay is set.

Wentworth Woodhouse Preservation Trust receives a substantial amount of support an expertise from volunteers. The work undertaken by this significant number of volunteers (including Trustees time), when expressed as a monetary value for 2023/24, is £658,275 (2022/23: £604,156). This amount is not reflected in the Statement of Financial Activities.

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14. Tangible fixed assets

Group

	Plant and machinery £	Fixtures and fittings £	Office Equipment £	Total £
Cost				
At 1 April 2023	200,746	129,620	106,933	437,299
Additions	15,240	34,143	7,671	57,054
Disposals	(9,995)	-	-	(9,995)
At 31 March 2024	**205,991**	**163,763**	**114,604**	**484,358**
Depreciation				
At 1 April 2023	110,188	82,164	74,983	267,335
Charge for the year	31,903	24,646	11,326	67,875
Disposals	(7,088)	-	-	(7,088)
At 31 March 2024	**135,003**	**106,810**	**86,309**	**328,122**
Net book value				
At 31 March 2024	**70,988**	**56,953**	**28,295**	**156,236**
At 31 March 2023	90,558	47,456	31,950	169,964

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14. Tangible fixed assets (continued)

Company

	Plant and machinery £	Fixtures and fittings £	Office Equipment £	Total £
Cost				
At 1 April 2023	166,063	88,692	106,933	361,688
Additions	15,240	32,510	7,671	55,421
Disposals	(9,995)	-	-	(9,995)
At 31 March 2024	**171,308**	**121,202**	**114,604**	**407,114**
Depreciation				
At 1 April 2023	88,736	63,804	74,983	227,523
Charge for the year	27,492	16,624	11,326	55,442
Disposals	(7,088)	-	-	(7,088)
At 31 March 2024	**109,140**	**80,428**	**86,309**	**275,877**
Net book value				
At 31 March 2024	**62,168**	**40,774**	**28,295**	**131,237**
At 31 March 2023	77,327	24,888	31,950	134,165

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15. Heritage assets

Group and Company

Assets recognised at cost

	Wentworth Woodhouse	Donated Pottery	Integral Features	Total
	£	£	£	£
Carrying value at 1 April 2023	7,256,936	495,000	90,500	**7,842,426**
Additions	-	-	-	**-**
As at 31 March 2024	**7,256,936**	**495,000**	**90,500**	**7,842,426**

Analysis of heritage asset transactions

Group and Company

	2024	2023	2022	2021	2020
	£	£	£	£	£
Purchases					
Assets held at cost	**-**	**75,000**	**1,736**	**-**	**1,507**
Donations					
Assets held at cost	**-**	**-**	**-**	**-**	**495,000**
Total additions	**-**	**75,000**	**1,736**	**-**	**496,507**

Heritage assets primarily comprise of the acquisition of the buildings, contents and surrounding gardens.

16. Stocks

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Stock	**83,895**	58,844	**2,543**	2,543

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17. Debtors

	Group 2024 £	Group 2023 £	**Company 2024 £**	Company 2023 £
Trade Debtors	**14,128**	124,503	**7,071**	3,093
Amounts owed by group undertaking	**-**	-	**-**	-
Other debtors	**118,237**	183,894	**118,237**	183,846
Prepayments and other accrued income	**649,403**	522,863	**641,018**	500,225
Total	**781,768**	831,260	**766,326**	687,164

18. Current asset investments

	Group 2024 £	Group 2023 £	**Company 2024 £**	Company 2023 £
Short term deposits	**235,279**	-	**235,279**	-
Total	**235,279**	-	**235,279**	-

Investments in short term deposits have an original maturity of between 3 months or less and 12 months.

19. Creditors: Amounts falling due within one year

	Group 2024 £	Group 2023 £	**Company 2024 £**	Company 2023 £
Bank loans	**10,000**	10,000	**-**	-
Trade creditors	**633,687**	653,804	**582,201**	621,733
Amounts owed to group undertakings	**-**	-	**197,245**	38,297
Other taxation and social security	**44,997**	29,600	**33,295**	22,892
Other creditors	**66,358**	207,853	**22,439**	42,266
Accruals and deferred income	**487,643**	103,435	**471,004**	63,473
Total	**1,242,685**	1,004,692	**1,306,184**	788,661

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19. Creditors: Amounts falling due within one year (continued)

	Group 2024	Group 2023	**Company 2024**	Company 2023
	£	£	**£**	£
Deferred income at 1 April 2023	**32,945**	15,622	**32,945**	15,622
Resources deferred during the year	**63,066**	32,945	**63,066**	32,945
Amounts released from previous periods	**(31,970)**	(15,622)	**(31,970)**	(15,622)
Total	**64,041**	32,945	**64,041**	32,945

Deferred income relates to membership income relating to 2024/25 and onwards, and to donations received in 2023/24 which have been designated for 2024/25 expenditure.

20. **Creditors: Amounts falling due after more than one year**

	Group 2024	Group 2023	**Company 2024**	Company 2023
	£	£	**£**	£
Bank loans	**13,333**	23,333	**-**	-
Other creditors	**-**	30,000	**-**	30,000
Total	**13,333**	53,333	**-**	30,000

Bank loans represent a Bounceback Loan with a fixed interest rate of 2.5% per annum. The term of the loan is 6 years from July 2020 however early repayment is permitted. There is a guarantee from the UK Government under the Bounce Back Loan Scheme (BBLS) in relation to this loan.

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21. Statement of funds

Statement of funds – current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
General funds	**163,560**	**634,392**	**(713,858)**	**(21,113)**	**62,981**
Trading subsidiary	**367,568**	**1,682,181**	**(1,853,859)**		**195,890**
	531,128	**2,316,573**	**(2,567,717)**	**(21,113)**	**258,871**
Endowment funds					
Endowment funds	**7,782,426**	**-**	**-**	**30,000**	**7,812,426**
Restricted funds					
Acquisition fund	**3,231**	**-**	**-**	**-**	**3,231**
Historic England	**194,728**	**-**	**(77,021)**	**-**	**117,707**
National Trust Grant	**-**	**-**	**-**	**-**	**-**
Masterplan phase 1/3a & Hamish Ogston Foundation	**327,188**	**1,730,860**	**(2,004,821)**	**(3,000)**	**50,227**
Restricted donations	**134,107**	**30,046**	**(82,161)**	**(3,737)**	**78,255**
Creative Producers	**24,794**	**-**	**(24,794)**	**-**	**-**
NLHF Emergency Fund	**2,192**	**-**	**(1,741)**	**-**	**451**
Postcode Lottery	**2,533**	**-**	**(558)**	**-**	**1,975**
Culture Recovery Grant	**58,932**	**-**	**(19,507)**	**-**	**39,425**
Master Cutler's Challenge	**131**	**161,043**	**(161,043)**	**-**	**131**
Cultural Activities	**9,685**	**32,809**	**(40,311)**	**(7,972)**	**(5,789)**
Donations for maintenance	**19,644**	**45,000**	**(64,644)**	**-**	**-**
Community Renewal Fund	**274**	**-**	**(274)**	**-**	**-**
Levelling Up Fund	**84,690**	**2,589,566**	**(2,108,548)**	**-**	**565,707**

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Statement of funds (continued)

Statement of funds – current year (continued)

Lamp Standards & Chain Links	**6,163**	**20,000**	**(18,683)**	**3,605**	**11,085**
HE Kickstart	**-**	**-**	**-**	**-**	**-**
Heritage Skills Apprentice	**18,280**	**20,000**	**(20,954)**	**-**	**17,326**
Bedlam Wing	**(1,056)**	**12,500**	**(13,661)**	**2,217**	**-**
Lift	**-**	**250,000**	**-**	**-**	**250,000**
Driving Forward	**-**	**33,942**	**(53,269)**	**-**	**(19,327)**
Total restricted funds	**885,516**	**4,925,766**	**(4,691,990)**	**(8,887)**	**1,110,405**
Total of funds	**9,199,070**	**7,242,339**	**(7,259,707)**	**-**	**9,181,702**

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21. Statement of funds (continued)

Statement of funds – prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
General funds	**507,473**	**504,881**	**(833,069)**	**(15,725)**	**163,560**
Trading subsidiary	**41,325**	**1,589,067**	**(1,262,824)**	**-**	**367,568**
	548,798	**2,093,948**	**(2,095,893)**	**(15,725)**	**531,128**
Endowment funds					
Endowment funds	**7,767,426**	**-**	**-**	**15,000**	**7,782,426**
Restricted funds					
Acquisition fund	**3,231**	**-**	**-**	**-**	**3,231**
Historic England	**274,244**	**-**	**(79,516)**	**-**	**194,728**
National Trust Grant	**4,204**	**140,437**	**(144,641)**	**-**	**-**
Masterplan phase 1/3a & Hamish Ogston Foundation	**164,185**	**3,105,332**	**(2,942,329)**	**-**	**327,188**
Restricted donations	**156,552**	**7,986**	**(30,431)**	**-**	**134,107**
Creative Producers	**-**	**54,810**	**(30,016)**	**-**	**24,794**
NLHF Emergency Fund	**15,875**	**-**	**(13,683)**	**-**	**2,192**
Postcode Lottery	**3,370**	**-**	**(837)**	**-**	**2,533**
HHA Consortium	**58,365**	**92,827**	**(166,139)**	**14,947**	**-**
Culture Recovery Grant	**102,580**	**-**	**(29,426)**	**(14,222)**	**58,932**
Master Cutler's Challenge	**-**	**83,714**	**(83,583)**	**-**	**131**
Cultural Activities	**44,560**	**21,500**	**(56,375)**	**-**	**9,685**
Donations for maintenance	**53,989**	**5,429**	**(39,774)**	**-**	**19,644**
Community Renewal Fund	**(51,719)**	**95,924**	**(43,931)**	**-**	**274**
Levelling Up Fund	**(45,110)**	**301,359**	**(171,559)**	**-**	**84,690**

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Statement of funds (continued)

Statement of funds – prior year (continued)

Lamp Standards & Chain Links	**58,484**	**-**	**(52,321)**	**-**	**6,163**
HE Kickstart	**257**	**3,031**	**(3,288)**	**-**	**-**
Heritage Skills Apprentice	**12,000**	**20,000**	**(13,720)**	**-**	**18,280**
Bedlam Wing	**-**	**10,585**	**(11,641)**	**-**	**(1,056)**
Total restricted funds	**855,067**	**3,942,934**	**(3,913,210)**	**725**	**885,516**
Total of funds	**9,171,291**	**6,036,882**	**(6,009,103)**	**-**	**9,199,070**

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21. Statement of funds (continued)

The Acquisition fund represents grants and donations specifically for the purchase of the property.

The Historic England Urgent Works, Phase 1, Phase 2 and Slate grant funds all form part of the £7.6m awarded from DCMS to undertake urgent work to secure the building. These have now been consolidated into one fund, the Historic England fund.

The National Trust grant was awarded to assist the Trust in building capacity to develop the visitor offer.

The Masterplan Phase 1 was awarded towards the project which will see the Camellia House redeveloped, removal of swimming pool and creating a car park. The Masterplan Phase 3a is a development phase of the southern range of the Stables including the Riding School. These have now been consolidated into one fund, the Masterplan Phase 1/3a fund. This fund is in deficit at year end due to the timing of when income has been received.

Restricted donations comprise a number of individual donations to be used for defined purposes.

The Creative Producers fund relates to income received from the UK Shared Prosperity Fund via Rotherham MBC in relation to a Digital Creativity Training Programme as part of our ongoing commitment as Digital Partner to the 2025 Rotherham Children's Capital of Culture programme.

The NLHF Emergency fund represents £240,900 that was granted as a means of support in response to the COVID- 19 crisis, by providing funds to cover essential costs between June and September 2020, as well as costs look towards further longer term recovery.

The Postcode Lottery fund was originally granted for the development of a community garden. Due to the COVID- 19 pandemic the Postcode Lottery allowed the funds to be derestricted, as a consequence these funds were used alongside the COVID-19 Heritage Emergency Funds to support core costs between June & September 2020.

The HHA Consortium fund is Heritage Stimulus Fund, part of the Government's £1.57bn Culture Recovery Fund for Heritage. The Trust was able to install a temporary heating system & other repairs to underground drainage, a new water mains connection and the removal of asbestos from the mansion's cellar.

The Culture Recovery Grant fund was awarded to provide funds to help support essential costs between November 2020 & March 2021, as well as focus on diversifying the business to encompass the outdoor offer and launch a new digital programme.

The Master Cutler's Challenge is a fundraising challenge for businesses to get involved and support charities across South Yorkshire. Our Chair of Trustees, Dame Julie Kenny, was the 2023 Master Cutler, and has chosen Wentworth Woodhouse Preservation Trust as the charity for the year. The Challenge ran to the end of September 2023.

The Cultural activities fund consists of a number of grant awards which have all been provided for the purpose of producing cultural activities and events that engage the wider community.

The donations for maintenance fund represent donations restricted to maintenance expenditure only.

The Community Renewal fund was awarded to create a digital creativity training programme.

The Levelling Up fund was awarded by the UK Government via the local authority for delivery of a part of the Southern Range of the Stables which includes new production kitchens which will provide services across the site.

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The Lamp Standards fund was awarded to fully restore the six cast iron lamp standards that are located across the East Front.

The Hamish Ogston Foundation has provided funding to support heritage skills training and works which require specialised heritage skills.

The HE Kickstart fund was awarded by Historic England to provide a six month funded garden apprenticeship position.

The Heritage Skills Apprentice fund was awarded to provide a three year funded heritage skills apprenticeship position.

The Bedlam Wing grant was awarded for the repairs to the Bedlam Wing of the house, the deficit is caused by expenditure incurred before the grant monies were received post year end.

Driving Forward represents funding received to support the Head of Heritage and Head of Culture posts.

The lift restricted fund relates to money raised specifically for the installation of a platform lift at the entrance to the site and a passenger lift adjacent to the Oak Staircase

Transfers from restricted funds to endowment funds represent heritage asset additions and transfers to restricted funds represent interest earned on restricted monies recognised as unrestricted a number of years ago.

Within unrestricted funds, there is income and expenditure recognized in year of £50,000 and deferred income of £50,000, which have been designated as for maintenance by the Board of Trustees.

22. Summary of funds

Summary of funds – current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
General funds	**531,128**	**2,316,573**	**(2,567,717)**	**(21,113)**	**258,871**
Endowment funds	**7,782,426**	**-**	**-**	**30,000**	**7,812,426**
Restricted funds	**885,516**	**4,925,766**	**(4,691,990)**	**(8,887)**	**1,110,405**
	9,199,070	**7,242,339**	**(7,259,707)**	**-**	**9,181,702**

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22. Summary of funds (continued)

Summary of funds – prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
General funds	**548,798**	**2,093,948**	**(2,095,893)**	**(15,725)**	**531,128**
Endowment funds	**7,767,426**	**-**	**-**	**15,000**	**7,782,426**
Restricted funds	**885,067**	**3,942,934**	**(3,913,210)**	**725**	**885,516**
	9,171,291	**6,036,882**	**(6,009,103)**	**-**	**9,199,070**

23. Analysis of net assets between funds

Analysis of net assets between funds – current year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £
Tangible fixed assets	101,632	54,604	-	**156,236**
Heritage assets	-	-	7,842,426	**7,842,426**
Current assets	607,384	1,831,674	-	**2,439,058**
Creditors due within one year	(436,812)	(775,873)	(30,000)	**(1,242,685)**
Creditors due in more than one year	(13,333)	-	-	**(13,333)**
Total	**258,871**	**1,110,405**	**7,812,426**	**9,181,702**

Analysis of net assets between funds – prior year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £
Tangible fixed assets	104,214	65,750	-	**169,964**
Heritage assets	-	-	7,842,426	**7,842,426**
Current assets	1,424,939	819,766	-	**2,244,705**
Creditors due within one year	(974,692)	-	(30,000)	**(1,004,692)**
Creditors due in more than one year	(23,333)	-	(30,000)	**(53,333)**
Total	**531,128**	**885,516**	**7,782,426**	**9,199,070**

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

	Group 2024 £	Group 2023 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	**(17,368)**	27,779
Adjustments for:		
Depreciation charges	**67,875**	72,835
Bank interest	**(7,552)**	(2,481)
Increase in stocks	**(25,051)**	(6,922)
Decrease/(increase) in debtors	**49,493**	(665,072)
Increase in creditors	**237,992**	62,238
(Profit) on disposal of fixed assets	**(4,093)**	-
Net cash provided by / used in operating activities	**301,296**	(511,623)

25. Analysis of cash and cash equivalents

	Group 2024 £	Group 2023 £
Cash held on deposit (shown as current asset investments)	**235,279**	-
Cash at bank	**1,329,165**	1,353,349
Cash in hand	**8,951**	1,252
Total cash and cash equivalents	**1,573,395**	1,354,601

26. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	**1,354,601**	**218,794**	**1,573,395**
Debt due within 1 year	**(10,000)**	**-**	**(10,000)**
Debt due after 1 year	**(23,333)**	**10,000**	**(13,333)**
	1,321,268	**228,794**	**1,550,062**

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27. Pension commitments

Defined contribution pension plan

The charity operates a defined contribution pension plan for its employees. The amount recognized as an expense in the period was £36,064 (2023: £29,307)

28. Related party transactions

The charitable company owns 100% of its subsidiary Wentworth Woodhouse Trading Limited. Net recharges for the year to the subsidiary, including both direct and shared costs, totalled £901,078 (2023: £753,308). At the year-end amounts totalling £ 197,245 (2023: £38,297 creditors) are included in creditors due within one year.

No remuneration has been paid to any trustee (2023: £nil). A trustee, Dame Julie Kenny, has a daughter employed by the trust for the period March – October 2023 who incurred salary costs of £14,823 in the year (2023: £2,077). Expenses of £nil (2023: £1,008) were reimbursed to 0 trustees (2023: 2 trustees) for legitimate business expenditure incurred in respect of the attendance at meetings during the period in connection with the running of the Trust's affairs. Expense claims are disclosed to and are approved by the Board of Trustees at its regular meetings. A number of trustees attended our annual fundraising ball and purchased auction prizes totalling £2,652.

Indemnity insurance has been purchased from funds to:

- Protect the Trustees from loss arising from the neglect or defaults of its Members or employees; and
- Indemnify Trustees from the consequences of any neglect or default on their part.

The cost incurred during the year was £591 (2023: £575).

Donations from Trustees totalled £500 (2023: £3,563) and other related parties totalled £nil (2023: £nil).

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WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales - Charity number 1155374

Accounts

Registered number: 08809187
Charity number: 1155374

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISORS FOR THE YEAR ENDED 31 MARCH 2023

Trustees

The Duke of Devonshire KCVO CBE DL (resigned 16 May 2023)
Sir Philip Naylor-Leyland Bt
Mr Timothy Cooke OBE
Mr Martin Drury CBE
Dame Julie Kenny DBE DL, Chair
Mr Simon Carr CBE
Mr John Caldwell
Mr Andrew Shepherd
Miss Toni Paxford
Mrs Bronwen Knight
Mr Matthew Hirst
Mr Richard Outhwaite
Ms Silethokuhle Sibande (appointed 30 May 2022)

Company registered number

08809187

Charity registered number

1155374

Registered office

Wentworth Woodhouse, Wentworth, Rotherham, South Yorkshire, S62 7TQ

Key management personnel

S McLeod, Chief Executive Officer
P Ramsden, Business and Finance Manager
J Readman, Head of Facilities

Independent auditor

BHP LLP, 2 Rutland Park, Sheffield, S10 2PD

Bankers

Barclays Bank plc, Church Street, Peterborough, LE87 2BB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The trustees present their report and the audited financial statements of the charitable group for the year ended 31 March 2023. The annual report serves the purpose of a trustees' report, strategic report and a directors' report under company law. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year were as follows:

Dame Julie Kenny DBE DL
Chair of Trustees

The Duke of Devonshire KCVO CBE DL (resigned 16 May 2023)
Sir Philip Naylor-Leyland Bt
Mr Timothy Cooke OBE
Mr Martin Drury CBE
Mr Simon Carr CBE
Mr John Caldwell
Mr Andrew Shepherd
Miss Toni Paxford
Mrs Bronwen Knight
Mr Matthew Hirst
Mr Richard Outhwaite
Ms Silethokuhle Sibande (appointed 30 May 2022)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Achievements & Performance

The period under review within this report has, without doubt, been our toughest yet. As the country started to recover from the pandemic, we were hit, and continue to be affected by, a severe increase in inflation, with the cost of living impacting heavily on people's spending power. Everybody is feeling the pinch, but most especially those in our target audience groups; low income households, disability groups and the global majority. Whilst visitor numbers have continued to rise steadily, secondary spend on site is not increasing as we might have hoped. This trend is not easing and the year ahead may well be even tougher.

The Trust has tried to introduce ways to help our communities, through funded dedicated programmes detailed in this report and through our 'South Yorkshire Sundays', providing free entry to selected postcode residents. We have also expanded our work considerably this year as we have begun to deliver the Camellia House Activity Plan (CHAP), a dedicated audience development plan funded by The National Lottery Heritage Fund. This has expanded our education, horticultural and community programmes to a whole new level of delivery. We push on with site development and our peers in the sector are always impressed by what we achieve with so little, so quickly. The success of Wentworth Woodhouse is down to the sheer tenacity, hard work and determination of the team. Each and everyone plays a vital role, be they paid staff or volunteers. Our capital works programme continues to progress well, with key projects such as the Camellia House, Ionic Temple and installation of new car park being completed during the year.

The Trustees set a number of key performance indicators, which include achieving a financial budget target for unrestricted funds, and though we didn't achieve our original budget in the year in review, we did end the year with a small surplus, a remarkable achievement given the challenges we faced. A further key performance indicator is that of increasing visitor numbers. Visitor numbers were approximately 38.5% higher than the previous financial year, a continuation of the steady increases we have seen year-on-year since we came to site.

These indicators are monitored closely by management and the results are reported to the Finance, Staffing and Audit Committee and Board of Trustees at each meeting.

Regeneration – Capital Works

Camellia House & Ionic Temple

Throughout the last year work progressed on the Ionic Temple at the rear of the Gardens and the Camellia House, which is being regenerated as a global tea house. A total investment of £4.6 million has been made across the two projects with the assistance of a long list of funders including The National Lottery Heritage Fund, The Hamish Ogston Foundation, Historic England, Garfield Weston Foundation, and Historic Houses Foundation, amongst many others. The project includes a new car park adjacent to the Stables which will become the starting point of the visitor journey on site.

In 2022 we hosted The Hamish Ogston Summer School, with 18 heritage skills trainees working across the site for a total of six weeks. The summer school provided the opportunity for trainees to attend workshops, see heritage skills being applied first-hand by experts and gave the trainees the chance to hone their skills with practical experience. Trainees focussed much of their work on the Ionic Temple, from which there are stunning views across to Rotherham and Sheffield. The temple was in need of urgent repair and is now open for the public to enjoy once again. Our sincere thanks goes to Hamish Ogston, his team at The Hamish Ogston Foundation, the specialists trainers and contractors involved, and Historic England who provided support throughout the summer school.

The Camellia House will boast 40 covers inside and a further 40 outside, and visitors will be able to sit next to the stars of the show – our camellias, which date back to around 1800. These specimens have been cared for daily by our Gardening Team and during the build it became obvious that the lack of light due to scaffolding was having a detrimental impact on the plants. Fortunately, a donor came to our rescue in the form of Lumatek, who supplied a fantastic horticultural UV lighting system completely free of charge, under which, the camellias flourished. Our sincere thanks goes to Jonathan Addy for introducing Lumatek to the work of the Trust and to Lumatek for making the plants so happy. The collection of camellias is so significant that the design of the heating, blinds and ventilation has all been developed to ensure their comfort.

The building is Grade II* and whilst the regeneration works have been completed with the highest conservation standards, we have introduced some contemporary green technologies - a ground source heat pump, rainwater harvesting tanks, broadband, fire protection and security. We are also delighted to have introduced our first Changing Places Pod providing the best accessible WC facilities for those with a wide range of physical abilities.

Demolition of the 20th Century College Buildings & New Car Park

The old swimming pool buildings and associated changing rooms and classrooms were demolished and the new car park installation is now complete. This marks a major milestone for the site and significantly improves the visitor experience when entering the park. In line with our commitment to environmental sustainability, we used the crushed material from the building demolition as the ground base for the car park, whilst also introducing charging stations for electric vehicles. The car park has some hidden benefits – we took the opportunity to use the land under the car park to install eight 200-meter-deep bore holes for the ground source heat system which will, in time, heat a section of the Stables as they are redeveloped. We are aiming to complete the full car park and improve the western elevations of the Stables in future capital works programmes. The demolition of these buildings helped us to exceed our targets for asbestos removal – the site as a whole is now 86% remediated. The old accommodation blocks to the left of the drive entrance remain out of bounds and will be demolished at a later date, the land on which they sit will be returned to deer park.

Stables Catering Kitchens & Preparation Works for the Café at the Stables

Towards the end of 2022 we commenced the first phase of development for the Stables including the demolition of old college fabric to the north of the Riding School and the creation of new production kitchens for this site. This kitchen will supply to the Mansion, Camellia House and ultimately the Stables Café, which will be completed in future building programmes. The current works are being funded through the Government's Levelling Up Fund and Historic England, totalling £5.1 million.

Stone Work West Front

The West Front of the Mansion has very ornate stone carvings to all the elevations – cornicing and very fine detailing on the pediment. Extensive stabilisation work was required and completed in 2022. Plans are being developed to fully restore this part of the Mansion.

Lampstands

The early 19th century lampstands have been fully restored thanks to a number of skilled artisans including cast iron founders, pattern makers, lighting and painting specialists. Originally lit by oil, then gas and converted to electric in the early 20th century, these lampstands have been fully restored, which was no easy task for the team at Ridgeway Forge in Sheffield. The glass lanterns were restored by local glass experts Kansa and the lampstands were completed by being fully rewired and repainted in a traditional glaze with the wonderful rams' heads and finials picked out in gold leaf to accentuate the grandeur and skill of those earlier artisans. Our thanks goes to the Elizabeth Cayzer Foundation for providing all of the funding for this project.

We are very grateful for the support of our funders and especially to the Fitzwilliam Wentworth Estate for their cooperation with all matters to do with planning and car parking.

Doors and Windows

Whilst most of our major repairs are done as part of our capital works programmes, extensive running repairs need to be carried out on vulnerable parts of the building to improve fire safety or to ensure that we retain historic items. Over the course of the year we spent approximately £160,000 on on-going maintenance. As such, our west front windows were given a light touch repair and paint this year – stopping short of full renovation, but ensuring that they will last until we can carry out full refurbishment. In addition, we have added new fire doors to our busy administration area and we have fully renovated our front doors adding modern security to them. A programme of external door repairs will be carried out this year.

Ramp & Accessibility

Our well used accessibility ramp on the East Front of the mansion needed a major repair and this was completed in early 2023. We are working on plans to introduce a passenger lift that will reach all floors including the cellar, and a number of platform lifts to improve accessibility within the mansion – whilst this is a complex and expensive task in a Grade I setting, it remains a key priority.

Housekeeping

The Housekeeping department has developed its conservation function to include condition reporting on all of the fireplaces and work has begun on waxing the grates to ensure their conservation. Making use of the tower scaffold, over the course of this year the team completed high level cleaning of all the plasterwork in Clifford's Lodgings to enable hospitality to use this space for events. Cleaning of the bas reliefs in the Statuary Room was also completed in the autumn of 2022. The team have been, and continue to, clean the plaster bas reliefs in the Marble Saloon in addition to the annual cleaning of the John Gibson marble bas reliefs above the fireplaces in the Marble Saloon.

The Housekeeping Team are supported by a team of volunteers, the "Classy Scrubbers", who dedicate hours of their time to help with the cleaning and conservation work.

Community Engagement

Everybody is welcome at Wentworth Woodhouse but this year we have focussed our audience development activities on groups representing ethnic, disability (including those with hidden disabilities like autism and dementia) and low-income households from across South Yorkshire. This is because these are the groups that are subject to the greatest barriers when it comes to engaging with the cultural sector.
Our Camellia House Activity Plan (CHAP), funded primarily through The National Lottery Heritage Fund, has provided us with funding to dedicate to community engagement, education and horticultural programmes and has allowed us to employ a dedicated Community & Outreach Officer, Becky Downton, in addition to a Skills Development & Learning Officer, Jen Wall, and new Assistant Gardener, Helen Kelly.

This new team is now some way through the two-year CHAP, and has started to deliver dedicated projects, in partnership with 12 community groups since the start of the CHAP which began in earnest in November 2022. Progress to date includes:

Community Inclusion Advisory Group

The formation of a Community Inclusion Advisory Group, a group made up of ten individuals all representing different communities, is working with us to ensure the accessibility of Wentworth Woodhouse and to share ideas on ways of working. Communities represented are:

- Individuals with disabilities, or who are D/deaf and hard of hearing
- Individuals who are learning disabled or/and autistic
- Individuals living with dementia and their carers
- Individuals from ethnically and culturally diverse communities
- Individuals from the LGBTQ+ community
- Individuals who are economically disadvantaged
- Families with a child who is disabled/learning disabled/autistic
- Families who are economically disadvantaged
- Young people aged 16-25 who are economically disadvantaged
- Older individuals who are socially isolated

Though our audience development plans are targeted at these groups now, we are keen to hear from others who feel they are underrepresented within the cultural sector or in heritage sites.

Social Prescribing

Sheffield and Rotherham Wildlife Trust has begun social prescribing visits. The aim of the visits is to help those who are experiencing mental ill-health, as a result of finding themselves socially isolated, to begin making new social connections and enjoy open green spaces to aid their mental health.

Rawmarsh Social Prescribing Group are working with us as part of the Art in the Tea House project. They are a new group themselves, and use artwork as a communication tool to help people with disabilities in the Asian communities to become more confident and speak out for themselves.

Re-Imagining the Menagerie

Leilah Vyner, from Dragon Willow, was commissioned to create a series of willow sculptures so our visitors can reimagine the various animals that would have wandered through the gardens in years gone by. The first six of these, which are all birds, were introduced in March and have proved very popular. The remaining sculptures will be delivered later this year.

Community Connect, a group of adults with mild to moderate learning disabilities, have been involved with the Re-Imagining the Menagerie project, metal stamping and wood working to create a hybrid camel, teapot and stag sculpture called the 'Creature of Curiosity', for the Forest of Bewilderment trail. This wonderful group of people have been volunteering their Wednesday session time for 16 weeks with the help of artist Jason Turpin-Thompson. Our thanks goes to FLUX for their support with this project.

Rotherham Deaf Connections provide a safe environment for children and young people who are Deaf or hard of hearing to express themselves. They are a new partner for Wentworth Woodhouse and have been involved in the Re-Imagining the Menagerie project by providing the BSL interpretation for the story of the menagerie.

The Forest of Bewilderment

The Forest of Bewilderment was launched at Easter. This forest trail is an exciting educational/playful experience encompassing aspects of sustainability and conservation, whilst also being accessible to all wherever possible. The trail includes a new picnic area with tables designed for both adults and children. In addition, we have accessible picnic tables for visitors in wheelchairs which are placed on hard standing accessible ground. New activities include a balance beam sitting alongside a wheelchair friendly balance track, forest music, a series of percussion stations and a large wooden xylophone, big enough to seat groups around. Our existing mud kitchens have been re-vamped and in addition we have created some home huts for children to play in and activity tables alongside for crafts. We also have a sensory space for quiet time - within this space we have specialised toys and soft seating for anyone with sensory needs, needing time out from the hustle and bustle of the trail. Stepping stones, willow sculptures and our tunnel and accessible bridge are all projects that bring a new family offer to our beautiful gardens.

Many local companies were supportive of this project and sponsored us by means of free or heavily reduced materials. Our thanks goes to Wybone Ltd of Hoyland for the supply of an accessible bench, Earnshaws for discounted picnic tables and bark chippings, Naylor Industries UK in Cawthorne for the donation of the tunnel and over 80 terracotta plant pots. Also, our thanks goes to Thompson and Morgan for the donation of seeds and to OCU Utilities Ltd for the donation of cable drums and telegraph poles. Making new connections and working collaboratively is core to our objectives.

We were delighted to host both Wentworth C of E Infant School and Kelford Special Educational Needs School along with Greasbrough Army Cadets in March 2023 to develop, test and tweak the Forest of Bewilderment. This involved play and feedback sessions to make sure we were delivering a project that would be useful and fun for children to use not only for play but for educational purposes too.

A successful family volunteering day took place in February 2023 with 36 family volunteers - 16 under 16s and 20 adults. They constructed benches, spread bark chippings and started the willow walkway. Army Cadets also visited to help with the Forest of Bewilderment, a group who had not visited the site before. They put together the music zone, added to the willow walkway and spread more bark chippings. This not only helped us get the work completed but gave them a chance to complete their own community engagement objectives.

The Sensory Trail & Packs

SENSE and Rotherham Sight and Sound have visited the site with groups to consult with us on what to put on the planned sensory trail and in the silent space in the Mulberry Garden. They have also played a key role in creating our new Sensory Packs. These received fantastic feedback when publicised on our Facebook page including comments like "such a good idea, as is the sensory room in the woodland area", "This is a fantastic idea!" and great in-person feedback from users when they'd been dropped back off at Front of House.

Wentworth Woodhouse Challenge Badge

A competition was sent out to local Girlguiding and Scouting groups in Rotherham, Barnsley, Doncaster and Sheffield to design a Wentworth Woodhouse Challenge Badge. Sophie Broadbent, a nine-year-old Brownie from Doncaster won the competition and the badges will soon be available to individuals who complete the challenge.

Local Girlguiding and Scouting groups from Thorpe Hesley, who were involved with creating the challenge for the badge, came for an activity day in February 2023. They tried out activities around the House and in the Gardens, aimed to help young people (not just Guiding and Scouting) discover the history of Wentworth Woodhouse in a fun and engaging way. The challenge pack is now with graphic design students and will be launched later this year.

Learning & Education

With a dedicated Skills Development & Learning Officer in place since October 2022, we have quickly expanded our educational offer through a strategy to help young people through work and learning opportunities. We have engaged with schools from Rotherham, Barnsley, Doncaster and Sheffield and from even further afield such as Huddersfield and Oxford. The Wentworth Woodhouse education webpage was launched in February 2023 where our educational provision is advertised and education providers can get in touch to plan visits. We also opened a space in the Old Hall at Wentworth Woodhouse where student work inspired by the site can be displayed.

Educational Visits

- Over 30 schools and colleges and five universities have been involved with us in some way since October 2022. Over 350 students in total have visited Wentworth Woodhouse on school trips in that same period from primary, secondary and special schools.
- 180 primary school students have attended the site from Hatfield, Rawmarsh Thorogate, Wentworth C of E and Thorpe Hesley Primary School.
- 60 secondary school students visited us - Wingfield Academy and Winterhill School came to do photography projects for their GCSE horror theme. Winterhill were kind enough to print out large prints for an exhibition on site.
- 68 tertiary college students visited from Dearne Valley College, Doncaster College and Lycée Professionnel Le Corbusier (France) for a construction and plastering visit. Level 2 and 3 plastering students came to see the conservation of the plasterwork and restoration of the Camellia House.
- Four students from Sheffield Hallam University Film Studies course came to visit us and the Wentworth C of E School to develop an afternoon session teaching Year 6 students from the school about Wentworth Woodhouse, helping us to strengthen links with the community.

In / Nonformal Learning Providers
Affinity charity brought ten children with experience of care for a tour and afternoon tea to increase their cultural capital. We are now members of Children's University so children can earn credits for their passports by visiting and enjoying the learning activities we deliver.

Feedback on Visits to Wentworth Woodhouse

Staff:

"You made the children excited and interested to learn, especially with the use of the model of the house in the first room - this was a particular favourite amongst the children. The children loved exploring all of the different rooms and looking at the key features, old and new, including the chandelier and light horse artwork. The children especially liked the 'treasure hunt' for the griffins around the house. You were very welcoming and enthusiastic which enabled the children to be enthusiastic about their local history too."

"I've enjoyed this visit thoroughly and even considered visiting for personal/leisure reasons! I am already planning the next few visits for our students as we have had positive feedback from both visits so far."

"Very organised and informative. Staff were very lovely and helpful, the tours were interesting and the site was fantastic."

"Jen Wall went above and beyond for us all to ensure we were comfortable and ready for the day ahead. The experience has been very pleasant and we received great feedback from the students, some have already requested to go back again! The information provided was brilliant and the tour was well organised, very friendly staff and I am looking forward to continuing the relationship that our college has with Wentworth Woodhouse!"

"Pitched the content at the right level for our children and made clear links to our learning."

"We will definitely be visiting again! It was a great experience for students and staff alike."

Students:

"The tour was fun and had lots of information, great opportunity for photography and the history looking round the house" – secondary school student.

"Loved the tour guide made it feel so welcoming and loved to hear about history and be open minded" – secondary school student.

"Absolutely gorgeous, a really lovely place to take photos and learn some of its history" – secondary school student.

Collaborative Projects

Creatives Academy is an Erasmus+ EU funded project that we took part in during 2022. It involved connecting with local secondary school students to raise awareness of the cultural and creative sector, helping them learn how to make a living from their creative talent. 30 students from Horizon Community College in Barnsley enjoyed a day at Wentworth Woodhouse where they learnt about career opportunities in both the House and Gardens. Then they were set a project inspired by the site which was exhibited in the House throughout February 2023.

John Carr 300 is a nationwide project launched in early 2023 celebrating the 300th anniversary of the birth of Yorkshire architect John Carr. Primary and secondary students were given the challenge of redesigning an elevation of a local well-known John Carr building, in our case, the Stables. Each John Carr site participating will choose a local winning design and hold an exhibition of entries. The Wentworth Woodhouse winning design will be awarded later this year with the winner securing an education day at the site for the entire class.

The Master Cutler's Challenge 2023 saw 11 schools (Winterhill School, Maltby Academy, Maltby Lillyhall, Maltby Manor, Redwood, Ravenfield Academy, St Thomas Warton Academy, Wath Academy, Bents Green, Wingfield Academy, Astrea Academy Dearne) getting involved in a variety of ways to fundraise for Wentworth Woodhouse. Astrea Academy Dearne have linked the challenge with their work experience programme so students are working with our Fundraising Team to learn about fundraising as a career.

Wentworth Castle & Gardens

Students from University of Huddersfield and Northern College visited us in October 2022 to unite the story of Wentworth Woodhouse and Wentworth Castle. We used the session to ask students what would appeal to their age group to make them want to visit the two sites, helping us develop our offer for a more diverse audience.

Gallery Town

This year we worked on a project inspired by our camellias with Thorpe Hesley Primary School. The children drew pictures of nature to be carved into a sculpture designed by James Capper that went on permanent display in the centre of Rotherham in May 2023.

Children's Capital of Culture

We collaborated with the Children's Capital of Culture team at Rotherham Metropolitan Borough Council and Rotherham United FC to give young people who participated in the National Citizenship Scheme experience of places near and far. They came to Wentworth and also visited The Auckland Project. We asked them to compare the sites and feedback on their visits.

Work Related Learning (WRL)

70 students have been involved in WRL since October 2022:

- 8 school work experience placements
- 10 internship programmes
- 3 apprentices
- 1 traineeship programme
- 10 work placements for students with additional needs
- 1 T Level student
- 4 location marshals

Students with Special Educational Needs (SEN)

We have two students from RNN Group – Joe works on IT, supporting the site management team and Brad on Front of House. Both feel so happy here that they have signed up to be volunteers. Simon and his support worker, work in the Butler's Pantry Café, clearing tables and helping with basic food preparation. Jennie works with the 'Classy Scrubbers' volunteer housekeeping team.

All of our SEN students have become part of the Wentworth Woodhouse family and our regular visitors are now getting to know them, helping to build their confidence levels and conversation skills. We thank all of our SEN students for their hard work.

This work-related learning is delivered across many departments including housekeeping, filming, education, research and archives, visitor experience, IT, catering and hospitality, gardening, site management, administration and digital education. Some will move on to other locations to continue their career journey and some have found a place here such as T level student Roseanna who is now a member of our catering team.

University Collaborations

In March 2023, the University of Sheffield interns created a Lady Mabel lesson series and resources for use by secondary schools visiting and studying Wentworth Woodhouse.

In November 2022, Leeds Beckett hospitality students carried out desk research to add to the Camellia House interpretation on teas around the world.

Ten Sheffield Hallam University business students carried out an events project in February 2023, acting as consultants. The brief was to create events to appeal to and attract a young and ethnically diverse audience to visit Wentworth Woodhouse. Their ideas were realistic and interesting – many being things we're already doing/thinking of doing, but nice to have some market research to actually back it up! Applied Psychology students also created a booklet to help people improve their wellbeing through interacting with the Gardens.

Two masters students are currently using Wentworth Woodhouse as part of their course work, the first Catherine Capper from Sheffield Hallam University is using the site as inspiration for her novel. The other Sithule Mguni, from the University of Winchester, is researching how spending time in green spaces impacts mental health.

Local Educator Involvement

In January 2023 we invited teachers, career leads and education practitioners to our Inspire and Network co-creation event to show them the potential for learning at Wentworth and to identify opportunities for their students to learn here. It was a great success, with their ideas being taken and made into a reality through internships from local universities. Feedback from educators:

"Great. Didn't realise how much scope there was for educational links - very positive for the future."

"Really informative, taking away new information to link to future visits."

Historic Houses Award

We have recently been informed that we have been shortlisted for the Historic Houses Francis Garnham Award for Innovation in Education.

Visitor Experience

Since moving to general admission/free flow as part of the main visitor experience, Wentworth Woodhouse has seen a gradual increase in visitors choosing to explore the State Rooms in their own time. Introductory interpretation boards have been placed in each of the rooms and volunteer stewards have been on hand to act as sources of information, orientation, and security. This has allowed a more leisurely and accessible experience of the House for a wider range of our visitors. Tours have continued throughout the mornings with the general admission opening from 1.00pm. From March 2022 – April 2023 Wentworth Woodhouse welcomed over 22,000 visitors to the House and Gardens general admission, 14,000 visitors to the Gardens and 6,702 visitors on a variety of tours.

In September 2022, we joined the Heritage Open Days scheme for the first time. Heritage Open Days is England's largest community led festival of history and culture and involves thousands of organisations across the country. Its aim is to bring people together to celebrate their heritage, community, and history. Crucially, any activity offered as part of this celebration must be free. This directly aligns with one of the Trust's key aims as it is vital that Wentworth Woodhouse remains accessible to everyone. It is important to ensure that the local community, particularly those from low-socio-economic backgrounds, have ways of enjoying the House without the barrier of ticket pricing. For two days in September, Wentworth Woodhouse became free to explore... The two days were operationally very successful and over 1,500 visitors were welcomed through the doors which also led to an increase in secondary spend against other similar days. Almost £8,000 was taken over the two-day period in catering and retail and engagement from visitors on the day was positive including references to repeat visiting:

"All of the volunteers were welcoming and friendly."
"We will be back for - Halloween, Christmas, the scones."
"We have booked - tours, teas, garden return visit..."

It was however agreed that the community we had sought to engage during this incentive did not or were not able to make the most of the offer. Therefore, at the beginning of 2023 the Marketing Team launched 'South Yorkshire Sundays' on the last Sunday of each month, in response to potential pricing barriers for the local community. This new incentive chooses one South Yorkshire postcode each month to gain free access to the House and Gardens for that day. So far, the promotion has had high engagement across our social media platforms as well as increased visits and secondary spend during the day itself.

Tours and Groups

Tours have continued as part of the main visitor programming with a variety available to choose from. The main offer being the Wentworth Tour as the introductory history tour; the Black Diamonds Tour based on the best-selling novel of the same name written by Catherine Bailey; the Hidden Tour which continues to sell out on a weekly basis; along with Head Gardener and Lady Mabel College tours which also remain popular.

After a slow uptake in groups in the first two years after Covid, 2022-2023 has seen groups come back with numbers higher than pre-pandemic levels. The group tour offer has also been refined and developed, with various options to choose from on the website allowing a tour to be created based on the group's needs or area of interest, complete with a range of catering packages and a private dining space during their visit. A campaign is currently underway with the Marketing Team to strategically target key groups and travel trade companies to ensure this is an area that continues to grow. From April 2022 to March 2023 we welcomed 2,447 individuals as part of group tours of the House – over 1,000 more than the previous year.

Exhibitions Programming

Continuing with the period of research and development and following the success of *If These Walls Could Talk*, this year work has concentrated on planning and developing an exhibition programme which launched in April 2023. The approach has been to focus on a series of exhibitions that would offer a mix between engaging our identified core audiences (low-socio-economic, disabled, or global majority groups), and/or to enhance the general visitor offer and generate income.

After months of planning, meetings, site visits by Arts Council England, artists and other partners, a programme of four very different exhibitions has been agreed for 2023-24. The first of these launched in April 2023 titled *Jason and his Argonauts* by Jason Wilsher-Mills, a nationally renowned disabled artist from Wakefield. Jason explores digital art alongside the disabled communities he works with, championing access and knowledge though his work. Each exhibition that is hosted at Wentworth is complemented by a programme of community engagement activities and events before and during the exhibition either as collaborative projects or in response to the artwork. For *Jason and his Argonauts*, Jason Wilsher-Mills ran ten workshops for groups of adults with disabilities to show how he creates his digital art. As part of these workshops a new, specially commissioned piece was created in collaboration with the groups for the exhibition at Wentworth. The groups that joined the workshops were ArtWorks South Yorkshire, Rotherham Opportunities College and Under the Stars.

Looking to the year ahead, our programme includes:

- *The Vanity of Small Difference* by Grayson Perry – six impactful, large tapestries, 4m long and 2m high, that follow the life of a fictional character through the class system and are inspired by Hogarth's *A Rakes Progress*. Several important themes can be identified in this work and we will be focusing on class attitudes and social mobility.
- *On Location* - a collection of 24 costumes from popular film and TV programmes that used Wentworth Woodhouse as a location. The exhibition will include costumes from *Downton Abbey, Victoria, Gentleman Jack, Wives & Daughters, Jonathan Strange & Mr Norrell* and *The Irregulars.*

Continuing with the successful *ArtWorks Together* exhibition in May 2021, we have once again collaborated with ArtWorks South Yorkshire for the project *ArtWorks X 2022*. This project was aimed at providing disabled artists with the experience of managing and curating an exhibition at Wentworth to further develop their professional skills. The artists selected three themes of 'Outside', 'Interactive Textiles' and 'Change' and sought applications of work from artists. ArtWorks then project managed all areas of the exhibition with support from the Wentworth team, including marketing and design of the installations. This relationship with ArtWorks will continue for 2023 as we welcome back the international exhibition *ArtWorks Together* in September, this time with a series of opening celebrations that will include free artists workshops.

Front of House & Bookings

The Front of House & Bookings Team continues to develop under the leadership of Assistant Visitor Operations Manager, Liz North, successfully meeting the increasing demands of the business. With an effective team in place that delivers a wide range of processes from welcome, bookings, group bookings, vouchers, upselling of products, general enquiries, and presentation standards, the team always ensure the smooth running of the site which has now become a seven day a week operation. The team continue to champion and grow the My Wentworth membership which by the end of March 2023 had reached over 750 individual members.

Research & Archive

The Research Team has worked on a variety of topics this year whilst supporting the digital team with their work by checking historic accuracy of film content and scripts, in addition to supporting the University of Oxford Digital Interns in their cataloguing project.

We recently commissioned a freelance curator to begin the first phase of the Roy Young Exhibition. This exhibition, provisionally planned for late 2024, will look to showcase the vast archive collection left as a legacy to the Trust by local School Master, Roy Young. The project curator is auditing the collection which is currently uncatalogued, and identifying key themes for the exhibition.

Retail

Retail has continued to grow, but specialist help to drive it forward was needed. As such, the Retail Team attended mechanising training with Judy Roberts of Right Product Right Place to help us utilise space more effectively. Further training is planned for 2023/2024.

Volunteering

Between April 2022 and March 2023, volunteers contributed 36,499 hours to the business and 62 new volunteers were recruited in the same period bringing our current active volunteer numbers to 290. Our fantastic volunteers also completed 294 hours of training. In April 2022, we gained the Rotherham Kitemark Plus for volunteering: *'in recognition of the excellent systems and support in place for volunteers.'*

Details of which areas our volunteers supported are as follows:

- Fundraising - 2,135 hours were contributed by fundraising volunteers – selling our bespoke items such as slate clocks, limited edition prints etc.
- Crafting - 776 hours were contributed by our crafting team, creating bespoke items to sell, using their enormous creativity.
- Retail - The shop continues to do well and expand with regard to bespoke items, and volunteers contributed 2,603 hours.
- Gardens - All three gardening teams continue to thrive, and contributed 4,841 hours to the Gardens.
- ArtWorks - In addition, ArtWorks, our partner organisation who support adults with learning disabilities, contributed 1,579 hours to the gardens.

- Maintenance - 2,964 hours were given by the maintenance volunteers, helping with general maintenance in the House as well as specialist tasks such as key making and brass restoration.
- Visitor Welcome - Our wonderful front of house volunteers continued to weave their magic and offer a warm Yorkshire welcome, giving 5,181 hours of their time.
- Catering & Hospitality - Volunteers gave 937 hours across café welcome, hospitality for groups and afternoon tea support.
- Room Stewards - 2,945 hours were spent looking after the House and sharing our story with our visitors.
- Christmas - 705 hours were dedicated to supporting our popular Christmas offer.
- Filming - 513 hours were spent chaperoning the house during a large filming contract.
- Easter Gardens Opening - 571 hours were spent welcoming our visitors to the Gardens at our alternative entrance at the Stables over Easter, while the House was closed for filming.
- Housekeeping - Volunteers gave 1,361 hours supporting the cleaning of the house.
- Digital Team – 3,907 hours were given. The team has made a film record of all of the work of the Trust over the past three years, and continues to grow our YouTube audience.

Many other hours were given to other tasks, including litter picking, events, archives and research, tour support, facilities, weddings, clearance, admin support and corporate social responsibility (CSR) days.

Our particular thanks goes to Minster Law, who visited us on five separate occasions to provide CSR days in 2022 alone and continue to support our work, the Valuation Office Agency who visited for CSR in June and the Environment Agency who provided CSR services in March.
We are extremely grateful to all of our incredible volunteers for their endless support and boundless enthusiasm.

Digital

The volunteer Digital Team have had an incredible year including the successful recruitment of a number of young volunteers to the team – an important asset where technologies are concerned, allowing the team to significantly increase the number of films they produce for the Wentworth Woodhouse YouTube channel. Over the past twelve months, the team have contributed 3,907 hours to digital programmes at Wentworth Woodhouse.

YouTube

An exciting development occurred in October, when the YouTube channel itself became revenue generating. Now, every time someone watches one of our films, they're helping to raise much needed funds for the Trust. The channel has over 2,000 subscribers, up from 12 when the team started working on it, and over the past 12 months has attracted 110,000 views watching 6,400 hours of content made at Wentworth Woodhouse.

The channel has a global audience too. 48% of the Wentworth Woodhouse YouTube viewers are based in the UK, 20% in the USA and the rest come from literally, all over the world. The comments that they leave tell us how proud they are of what the Digital Team, and the wider Trust teams, are achieving and how grateful they are that we share what we do through an extensive and varied range of video content on the channel.

The short film series on 'Wentworth Woodhouse Questions and Myths' was filmed during the period covered in this report and will go live shortly. The team have also been busy researching the lives of a number of staff members who worked at Wentworth Woodhouse in the early 20th century. These are currently being filmed as short docudramas and will feature young actors from local colleges who will take on some of the servant roles.

Internship Programmes

We've greatly extended the internship programmes that we run in collaboration with the Research and Archives team. This year, we hosted two interns from the University of Oxford in March 2023 and we're looking forward to hosting another seven interns from Oxford in September. The focus for these internships is the cataloguing and digitising of the Roy Young Archive which was bequeathed to the Trust in 2020. Roy Young was a local historian and published author. His collection focusses on the lives of people who lived in the estate villages, as well as the family who lived at Wentworth Woodhouse. The work that the young team have undertaken and will continue to work on will allow us to fully understand the breadth and depth of the archive, so that it can be used to support an onsite and online exhibition of selected materials from it.

Education Programmes

In March we were proud to host the Inspiring Heritage exhibition in the Chapel and Chapel Corridor. The exhibition ran for four weeks and showcased the work of 16-21-year-old students from Rotherham College and University Centre Rotherham. Over 50 students submitted artworks for the exhibition.

The overarching brief was broken down into three sub-themes, Georgian Bling, Wealth and Power and The Role of Women. Each student had total creative freedom to explore these themes in their chosen disciplines of Graphics, Media, Photography, Fine Art and Fashion. One of the A Level Fashion students secured a degree course place at Salford University based on the materials he created for the exhibition. We've also begun work with students from Rotherham College studying 3D Gaming.

In February 2023 we employed nine Trainee Creative Producers, aged 17-24 onto a Digital Creativity Training Programme as part of our ongoing commitment as Digital Partner to the 2025 Rotherham Children's Capital of Culture programme. They have devised an immersive and interactive 'Scene of the Crime' murder mystery event that will be held at the House in June. The event sold out within a few days of tickets being made available.

Over half of our trainees from the 2022 Creative Producer training programme have volunteered to help with this years' event. Two of them secured paid employment as Location Assistants for a recent major filming project that took place at the House throughout April and one is currently working with ITV on a number of different projects. All six of the 2022 trainees who were looking for work after they completed their traineeship have secured jobs using skills and experiences gained at Wentworth Woodhouse.

Film & TV Location

Film location work has become a major element of our business model and each year we have seen increasing numbers of enquiries for the use of the site for filming. We do restrict House closures to no more than 12 weeks a year, so as to maintain our commitment to public access. Whilst film companies provide much needed income, their presence on site does not go unnoticed as they bring with them hundreds of crew members, equipment trucks and catering marquees, all of which require careful management on the part of our staff. We are also often the subject of non-disclosure agreements which mean we cannot provide any details of the work until after shooting has finished and the film crews long gone.

The Crown joined us in February 2022 to film in locations including the Marble Saloon, which became the Kremlin as Boris Yeltsin entertained Her Late Majesty Queen Elizabeth II at a State Dinner. *Bodies*, a seven-month filming project was successfully completed between March and September 2022, all of which was filmed around public opening so as to avoid any House closures.

HBO came to site in April 2023 to shoot an historic drama starring Hugh Grant and Kate Winslet. We were delighted that a number of our first cohort of Young Producers were able to undertake paid work on the HBO production, their first step into the world of paid film work.

Our special thanks goes to Screen Yorkshire, who work tirelessly to ensure big film productions consider Yorkshire as a location for their productions and our own in-house team, including a large number of volunteers, who often have to work very late into the night supporting the film shoots.

Marketing

Throughout much of the period covered in this report, our theme from a marketing perspective was 'Yorkshire's Hidden Gem' – part of a wider initiative to promote fantastic sites across our county that are trying to build their profile. Our tagline for 2023-24 then progressed to 'Big House, Bigger Ideas' to highlight our desire to do things differently and step away from the norms associated with traditional heritage sites as well as to link to the launch of our Cultural Strategy.

The main focus of the Marketing Team throughout 2023/23 was to increase the number of visitors we welcome, through targeted marketing campaigns and further utilisation of our positive partnerships and membership programmes. This included, for the first time, taking part in Historic Houses' Member Access Scheme which allows free entry to their members in return for 50% of the admission price (generating over £7,700 in additional income in one year) as well as marketing of our offer to their 60,000 members. In addition, becoming an RHS Partner Garden in 2023 opened up another avenue of marketing to their over 600,000 members which we have taken full advantage of. The My Wentworth membership scheme was also relaunched in August 2022 and now has over 750 members who can access the House and Gardens free of charge as many times as they wish throughout the year. All these activities, along with continuous marketing of our general admission and events programme led to us welcoming over 83,000 visitors with a record number of sell out events.

The Marketing Team has worked hard to raise Wentworth Woodhouse's profile, advertising our offer both in-house through quarterly What's On Guides, boards, banners and digital screens, to out-of-house campaigns in local and national newspapers and magazines, trade shows and paid social media. Our digital presence continues to grow with over 16,000 people subscribed to our e-newsletter database, and a highly engaged group of followers on our social media channels which have gone from strength to strength since last year's report:

- Instagram followers have risen from 10,927 to 14,390 (+32%)
- Facebook followers have risen from 23,565 to 27,998 (+19%)
- Twitter followers have risen from 6,199 to 6,383 (+3%)
- LinkedIn followers have risen from 1,520 to 2,055 (+35%)

In order to continue improving our brand awareness, both locally and nationally, the Marketing Team expanded in May 2023, with the addition of Marketing Officer, Rosie Frisby, whose background in graphic design has further strengthened our in-house capabilities.

Awards

Over the course of the year, we were delighted to be honoured with a number of awards. In July 2022 the site was the grateful recipient of a Tripadvisor Travellers' Choice Award, meaning we are ranked in the top 10% of visitor destinations world-wide. In November 2022 we were awarded two very special public vote awards - Historic Houses Garden of the Year Award, sponsored by Christies of London, and SPAB (Society for the Protection of Ancient Buildings) Best Loved Award (Public). Both awards are on display at Front of House.

Public Relations & Media

Our marketing activity is further complemented by coverage in local and national press. Examples of some key press coverage over the past year include:

- The restoration of the lamp standards by local heritage specialists, Ridgeway Forge received coverage in a host of regional magazines - including several pages in the Yorkshire Post's very popular Saturday supplement.
- TV, radio and local newspaper journalists and photographers came along for a last look inside the Lady Mabel swimming pool before demolition, with local residents interviewed, sharing their stories of the site including an ex-lifeguard at the pool.
- Press, including TV and radio, came to see work progressing at the Camellia House and at the Ionic Temple. We received terrific coverage for the corporate support we received from Lumatek, who donated specialist lighting for the camellias. Lumatek's marketing company even visited to create its own film. TV, radio and newspapers also came along for the planting of the Queen's Green Canopy tree in the gardens.

Our thanks goes to all our media partners including the Yorkshire Post, BBC Look North, Calendar News, Sheffield Star and many, many more. Support from the media is critical to raising the profile of Wentworth Woodhouse.

The Gardens

What a wonderful year for our Gardens and our Gardening Team as we became the proud winners of the Historic Houses Garden of the Year Award, a public vote award which acknowledges the Garden for its heritage and historic features. Our Head Gardener, Scott Jamieson, and our Marketing Manager, Sophie Parkin, proudly received the award at the Historic Houses' AGM in London in November 2023. Our thanks goes to all who supported and voted for us, but especially to the many staff and volunteers who have helped to make the Gardens the special place they are today. In addition, in Autumn 2022, we were grateful recipients of a rowan tree gifted from The Queen's Green Canopy, an initiative created in celebration of the Platinum Jubilee. The tree itself is now thriving on the West Front Lawn and gives added interest to our historic garden.

In January of this year our Gardens were chosen to be part of the RHS Partner Garden scheme, not only is this an accolade in itself, the opportunity opens up a whole new captive audience of over 600,000 potential visitors. As an RHS Partner Garden there has been a marked shift in our new garden visitors, more questions regarding our tree and shrub varieties, lots of photos taken and an increase in numbers attending the Head Gardener Tours.
Work to deliver the Wentworth Woodhouse Landscape Masterplan has begun with the development of the five new garden groves, these areas will allow for greater plant diversity in the garden, and provide dedicated habitat to help and encourage our native wildlife. One grove is now complete, with a lawn to relax on and shady trees to admire, in addition to a small wildlife pond, which has given rise to the unofficial name of this area as "Tadpole Grove", honouring our first visitors to the area.

Liam Coleman, an autistic young man who started his gardening career with us as a Kickstart programme attendee, is now employed by the Trust on three days a week, and is learning and improving his skills. Liam routinely heads up the Garden Teams with Helen Kelly, our new Assistant Gardener, and with the purchase of lighter and more ergonomic machinery, including battery leaf blowers, we can ensure Liam has a well-rounded experience at Wentworth Woodhouse as part of a diverse and growing team.

The Camellias in the Camellia House, now free from many gloomy months under scaffolding are adapting to their new life under glass, for the first time in decades. A new challenge for the Wentworth Woodhouse Gardening Team but an exciting new chapter in the garden, with advice from the teams at Chiswick House and Clumber Park, the camellias are sure to go from strength to strength. Temperature monitoring and humidity checks are now a regular part of the team's day. We look forward to welcoming visitors to the wonderful corner of the garden once again later this year.

Training

In February, a group of six horticulture students from Dearne Valley College joined us on work experience two days a week. During this time we explored various aspects of working in a horticultural/visitor attraction, working on various projects, developing work/life skills such as, punctuality, interacting with the public, listening to instruction, using initiative and collaboratively working with other volunteer groups. We hope to develop relationships with other colleges to offer our Gardens as a training ground to encourage horticultural careers.

Beastie Bags

This new offer launched in May 2023 allowing families to hire out a Beastie Bag for a nominal fee, which contains various nature/ecology equipment including binoculars, bug viewers, magnifying glasses and clip boards for notes. Our aim is to encourage children to become interested in outdoor conservation and gain respect for local flora and fauna.

New Accessible Paths

New paths within the gardens have been designed and delivered to make accessibility easier for all visitors, this includes a path from Chapel Court up in to the Gardens and newly purchased track matting placed through the Meadow, allowing easier access to the Forest of Bewilderment.

Volunteers in the Garden

ArtWorks, a group of adults with learning disabilities, has continued to support us throughout the year on a weekly basis, assisting with garden maintenance, conservation features such as dry hedging and the clearance of areas within the Gardens. Our existing mid-week Garden Volunteer groups have continued to expand, welcoming new recruits and garden enthusiasts to the Gardens.

Since March 2022, we have welcomed twelve corporate volunteer groups to assist with the development of various projects, all groups have expressed their satisfaction and enjoyment whilst assisting with these projects. Dean Wood and the garden team from Clumber Park volunteered for a day in the gardens preparing a patch of garden, splitting and re-planting daffodils.

Hospitality

The catering and hospitality offer continues to grow with the team now made up of over 30 full and part time staff. We have now built our capacity to deliver multiple services on a daily basis: Butler's Pantry Café, Afternoon Tea in the Long Gallery, outdoor food kiosks, our corporate offer, private parties and weddings.

In the Butler's Pantry Café this year we introduced seasonal changes of menu in pursuit of our sustainability policy, to use more locally sourced produce as well as our own produce from the Gardens whenever available. The catering team improved the menu to offer 50% vegetarian and vegan, 25% responsibly sourced fish and 25% meat from local suppliers. We have started to build relationships with South Yorkshire farms in order to purchase our meat products directly from the source.

The production of home-baked products has also increased this year. The Butler's Pantry Café now has an average of 17 baked products on offer, of which over half are produced in our kitchens, the remainder being sourced from small artisan bakers from the Rotherham and Sheffield area. In addition, we added seven more local suppliers to our list consisting of butcher, patisserie, bakery, microbrewery and creamery. These partnerships further increased our contribution to the local economy.

The corporate offer has been improved resulting in more companies spending their 'away days' at Wentworth Woodhouse. We have created a competitive package that combines other House experiences such as tours, garden walks, IT equipment and additional break out spaces. In addition, we now have a new stream of income from private parties and have the capacity to offer bespoke menus to suit any occasion.

The Afternoon Tea offer goes from strength to strength. Bookings have increased by an average of 20 per day compared to last year and we offer themed Afternoon Tea menus every two months.

Staffing & Development

We aspire to be a work placement destination for new graduates and as such have developed partnerships with Barnsley and Rotherham Colleges. Roseanna Clegg, our apprentice baker, has been inspirational to watch as her enthusiasm and invaluable contribution to menu development has really added to the team.

Sales

Hospitality is one of our fastest growing departments and this is reflected in the increase in sales across the department compared to the same period in 2021/2022. Café sales (including the external food trucks) increased from just under £313,000 to just over £437,000; the Afternoon Tea offer grew from just over £113,000 to £243,000 and our corporate, celebration and private function offer increased from minimal income to over £51,000.

Our thanks goes to both Paula Kaye and Darren Proctor for their valuable input into our hospitality business. In April 2022 we welcomed Georgia Apostolou to the team as the Afternoon Tea Supervisor. Georgia quickly advanced and was appointed as Catering Manager in January 2023.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Events

Our events programme continues to grow and to diversify with a mixed programme of third-party hires, partner organised/supported and in-house events, including cinema, theatre, music, and contemporary art festivals, car shows, dance performances, balls, and our successful lecture series. This extensive events programme was supported by 1,800 hours of volunteer time.

In April 2022, we hosted world-renowned German sound artist Limp Fuchs who presented her Prismatic-Park show in the Marble Saloon. Our thanks goes to Mark Fell and Arts Council England for facilitating this. The very wonderful Colourscape came to the site in May 2022 and was a huge success, drawing families from across the region. We plan to host Colourscape annually during the May Bank Holiday.

Theatre took place across the year with *The Gunpowder Plot* in June, *Twelfth Night* and *'Not So' Grimm Twins* in August, *A Pleasing Terror* in October and *Haunted* in March 2023. Together these shows attracted a total of 742 audience members.

Lectures ran across the year with 816 attendees, and cinema attracted 3,252 visitors. The biggest events of the year were the Wentworth Music Festival, which is really starting to build a solid following now with 4,300 tickets sold, The Great British Food Festival which welcomed 7,500 attendees, the Great British Motor Show with 4,500 visitors and our major Christmas event *'Twas The Night Before Christmas* which saw 5,489 friends and families visit the House across the week.

There were many other events across the year including Wreath-Making Workshops, Forest Schools, the Regency Ball, Music in the Gardens, No Time Like the Present and Wentworth Wonderland. Across the period covered in this report the team delivered 77 live event days attracting a total of 29,655 visitors. Our thanks go to all of our partners who made our programme so exciting and inclusive.

Fundraising

This year we launched our special fundraising 'Wentworth by Candlelight Tours' with a total of 331 attendees who were thrilled to explore the House at night with our guides by candle and torch light. The Black Diamonds Ball, our biggest fundraising event, attracted 203 people and raised a total of £47,663 on the night. Our thanks goes to our wonderful Chair, Dame Julie Kenny DBE DL, without whom this event would simply not be possible. Our fundraising stand continued to sell a variety of items, many recycled from the House. Our thanks goes to all involved in creating our wonderful range of products which now include slate clocks (208 sold during the period covered in this report), 5 sundials, 96 damaged balusters from the roof and the Camellia House, which could not be repaired but were sold, dog lead holders, key rings and tea light holders.

Our Fundraising Team also held a number of varied events including Quiz Nights, Burn's Night, Dickensian Evenings, Wine, Gin and Vodka Nights, Sponsored Walks, Choir Concerts, and a Murder Mystery event to name just a few!

Fundraising is key to everything we do and over the course of the year a number of activities took place and funding bids were submitted in order to progress the development of the site. During the period from April 2022 to March 2023, the Trust attracted £4,044,365 through fundraising activities of which £3,942,934 was restricted.

TRUSTEES' REPORT
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The Trust is not currently part of a voluntary scheme for regulating but, as we expand our fundraising activities, we will look to join a scheme. We have not received any complaints with regards to our fundraising. As part of our commitment to treat all of our donors fairly, we ensure that we do not unreasonably intrude on a person's privacy; that no-one is unduly pressured to donate; and that we do not undertake unreasonably persistent approaches for the purposes of soliciting or otherwise procuring money or property. If any of our current donors wish to stop giving, we will respect their decision. The needs of people in vulnerable circumstances are also recognised and acknowledged.

Funding Awarded Since April 2022

Historic England (Stables Kitchen and Café)	£ 500,000
Garfield Weston Foundation (Car Park)	£ 100,000
Ian Addison Charitable Trust (Camellia House)	£ 3,000
Muscular Dystrophy UK (Changing Place)	£ 110,000
29th May 1961 Charitable Trust (Activity Plan)	£ 20,000
Swire Charitable Trust (Camellia House)	£ 38,766
Adrian Swire Charitable Trust (Camellia House)	£ 40,000
UKSFP (Young Producer Programme)	£ 54,810
South Yorkshire Mayoral Authority (Culture)	£ 60,000
Historic England (Camellia House)	£ 20,000
Arts Council England (WE Wonder)	£ 29,454

Please note, for some of these grants the monies will be received post year end.

Financial Matters

Financial Review

The charity continues to satisfy its objectives and is presently financially secure.

Total income amounted to £6,036,882 (2022: £4,421,617). Total expenditure was £6,009,103 (2022: £4,704,661) resulting in net surplus of £27,779 (2022: net expenditure £283,044). It should be noted that the net surplus includes expenditure on the capital works programme. Restricted funds have increased this year as a result of grant monies having been received but not yet spent.

As at 31 March 2023, funds totalled £9,199,070 (2022: £9,171,291) of which £531,128 (2022: £548,798) were unrestricted funds, £885,516 (2022: £855,067) were restricted funds and £7,782,426 (2022: £7,767,426) were endowment funds.

The financial statements give details of the charity's funds and how these have been applied during the year.

Going Concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have considered the impact of the current economic climate on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of any continued or ongoing disruption, the Trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The Trustees do however recognise that uncertainty continues to exist in the economy and hence there is a risk regarding the success and sustainability of these plans. However, the Trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

Principal Risks & Uncertainties

The Trustees have a risk management strategy which comprises:

- A bi-monthly review of the principal risks and uncertainties that the Trust and the subsidiary Wentworth Woodhouse Trading Ltd face. These risks are presented in the form of two risk registers; Corporate Risk and Capital Works Risks.
- The establishment of policies, and systems to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Trust should these risks materialise.

Key financial risks are detailed below. Attention is also focussed on non-financial risks arising from fire, health and safety, legal claims, and damage to the reputation of the Trust. These are managed by ensuring we are fully compliant with legislation, we have robust policies and procedures in place and that regular awareness training is provided for staff and volunteers working in these operational areas.

Risk 1

Insufficient income is obtained to support ongoing revenue required to maintain and manage Wentworth Woodhouse. Charity support and commercial income is not received or sufficiently generated to meet expectations.

Remedial Action

Risks to revenue have arisen because of the current cost of living crisis. However, the mix of commitments from charitable sources and commercial income from several on-going and proven streams, for which conservative assumptions have been made, provide a robust basis and substantially mitigate the risk.

We continue to seek charitable donations, engage the public, charities and seek to develop an active local fundraising committee.

Each departmental head is working to a business plan and budget so as to maximise opportunities for income generation. Revenue secured from the National Trust to support core costs has now finished, though as this report was prepared, the team have already secured 70% of the specific core costs fundraising target for 2023/24. New Government funding streams including the Growth and Prosperity Funding have recently been announced. Financial reporting improvements have been made and monitoring of the financials continue to be carried out by the Finance, Staffing and Audit Committee.

Risk 2

Fundraising to support revenue costs as detailed in the fundraising strategy fails to achieve targets required. Fundraising committee fails, costs cannot be met, Wentworth Woodhouse fails and closes.

Remedial Action

An experienced fundraising CEO and an influential Board of Trustees are in place. The Trust has good existing relationships with funders. A high number of volunteers are included in fundraising activities. The Chair is Master Cutler this year and as such, has dedicated her challenge to Wentworth Woodhouse.

However, the fundraising target is very high for the year ahead and all staff have been tasked with trying to generate as much income as possible through fundraising efforts. The Trust ensures donations can be easily received by way of onsite donation boxes, QR code signs and JustGiving.

Risk 3

Inadequate reserves and cash flow problems. Falling income, poor financial management and accounting, lack of adequate information and profligate spending. Wentworth Woodhouse cannot meet its commitments and ceases to be a going concern.

Remedial Action

The Trust has implemented a reserves policy and monthly management accounts produced. The Trust has a strong mix of Trustees with commercial, heritage and banking backgrounds. A new staffing regime in the accounts department has recently been agreed which will dedicate resource and experience to specific financial areas of the business.

Risk 4

Loss of capital due to theft or fraud. Inadequate financial controls. Reputational risk, potential for further sanctions, fewer resources to deliver charitable objectives.

Remedial Action

The Trust has implemented stringent financial controls and procedures. Approval thresholds are in place for all payments, and all payments require two signatures. An anti-money laundering policy is in place and client identification required for all transactions over £10k in value. Bank mandate and financial controls are reviewed annually.

Risk 5

The impact of the cost of living limits visitor numbers. Lack of destination support, parking facilities etc. Poor visitor numbers equate to lower visitor spend and therefore income to sustain the House as a visitor attraction.

Remedial Action

Pricing review has been implemented with 'South Yorkshire Sundays' introduced to encourage more visitors. Though entry is free, secondary spend exceeds usual income levels. Parking facilities come online this year and any visitors to the area using the car park but not visiting the site will pay a parking fee. A dedicated marketing plan ensured visitor numbers continue to rise.

Reserves Policy

The Trustees have considered the reserves held by the Trust as at 31 March 2023. The Trust needs reserves to enable it to develop its long term aims as well as ensuring the continuation of current activities. As at 31 March 2023, the Trust held reserves totalling £9,199,070, of which £7,782,426 were held in endowment funds, £885,516 were held in restricted funds and £531,128 were held in unrestricted funds. Free reserves as at 31 March 2023 totalled £426,914 (2022 £441,192). It is the Trustees' ambition to hold free reserves in cash or in grant offers awarded but not yet received which will be sufficient to cover six months of its unrestricted operating costs, which currently equate to £1,037,757. The Trustees are working towards achieving the free reserves target.

Plans for Future Periods

The year ahead is going to be challenging as we are seeing the impact of the cost of living crisis in our visitor numbers. This year we shall launch our delayed Cultural Strategy, complete the works to the Camellia House and continue with the delivery of our Activity Plan targeted at groups from the global majority, disabled (including hidden disabilities) and low-income households. The creation of production kitchens at the Stables will continue this year, and we aim to get the Chapel and our accessible lifts project out of the starting blocks and into the development phase. The Bedlam project continues to be high on our list of priority projects.

We hope to hear shortly as to the outcome of our bid to the National Lottery Heritage Fund, which, with the match funding already secured from SYCMA, will provide funding for two new senior staff positions: Heritage Lead (Built and Landscape) and Cultural Lead. Both roles should enable us to further develop our visitor offer, particularly in terms of exhibition and event programming.

Public Benefit Statement

The Trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. Details of the activities carried out to deliver a public benefit are set out in the Achievements and performance section above.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

The Wentworth Woodhouse Preservation Trust is a Building Preservation Trust and a company limited by guarantee. Wentworth Woodhouse Trading Limited is a wholly owned subsidiary of the Trust. At present the Trust is managed by its Trustee body, the Board of Trustees. This body usually meets bi-monthly and currently has 12 members.

The responsibility for recommending the appointment of trustees to the Board rests with the Board of Trustees. Trustees are appointed on the basis of an analysis of the current skills on the Board and the need to strengthen its ability to direct the affairs of the Trust, and the individual ability of any nominee to meet the perceived gap in skills and other qualities that they may bring to the Trust.

All trustees receive a copy of the Constitution, the latest guidance from the Charity Commission on the role of an effective trustee and an organigram detailing the executive structure of both the Trust and the trading company. They all attend tours of the house and gardens and meet with the CEO in advance of their formal appointment.

Within the Board of Trustees there are two sub-committees: the Finance, Staffing and Audit Committee and the Capital Works Project Steering Group (which has Trustee representation within its membership).

Key management personnel remuneration policy

The trustees delegate the day to day management of the charity to the key management personnel. Remuneration for key management personnel is determined by the Board of Trustees. Levels are established from a review of the objectives of the charity, the tasks to be achieved, the responsibility of the role and breadth of skills required. In addition, levels are benchmarked within the locality and within the heritage sector.

Third party indemnity provisions

Insurance for trustees against liabilities in relation to the company, as permitted by the Companies Act 2006, is maintained under a policy held by Wentworth Woodhouse Preservation Trust.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

Trustees' responsibilities statement

The trustees (who are also directors of Wentworth Woodhouse Preservation Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

In so far as the trustees are aware;

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the trustees have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

In approving the trustees' report, we also approve the strategic report included therein, in our capacity as company directors.

This report was approved by the trustees, on 20 September 2023 and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST

Opinion

We have audited the financial statements of Wentworth Woodhouse Preservation Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the company balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Other information

The other information comprises the information included in the trustees' report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity’s sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and parent charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:

- performed analytical procedures to identify any unusual or unexpected variances;
- tested journal entries to identify unusual transactions;
- assessed whether judgments and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Jane Marshall (Senior statutory auditor)
for and on behalf of
BHP LLP
Chartered Accountants
Statutory Auditor
2 Rutland Park
Sheffield
S10 2PD

Date: 27 October 2023

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Endowment funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income and endowments from:						
Donations and legacies	4	**101,431**	**3,942,934**	-	**4,044,365**	3,122,178
Charitable activities	5	**334,354**	-	-	**334,354**	323,596
Other trading activities	6	**1,655,682**	-	-	**1,655,682**	950,897
Investments	7	**2,481**	-	-	**2,481**	107
Other income	8	-	-	-	-	24,839
Total income and endowments		**2,093,948**	**3,942,934**	-	**6,036,882**	4,421,617
Expenditure on:						
Raising funds	9	**1,150,906**	**25,131**	-	**1,176,037**	781,693
Charitable activities	10	**944,987**	**3,888,079**	-	**4,833,066**	3,922,968
Total expenditure		**2,095,893**	**3,913,210**	-	**6,009,103**	4,704,661
Net income/ (expenditure)		**(1,945)**	**29,724**	-	**27,779**	(283,044)
Transfers between funds	21	**(15,725)**	**725**	**15,000**	-	-
Net movement in funds		**(17,670)**	**30,449**	**15,000**	**27,779**	(283,044)
Reconciliation of funds:						
Total funds brought forward		**548,798**	**855,067**	**7,767,426**	**9,171,291**	9,454,335
Net movement in funds		**(17,670)**	**30,449**	**15,000**	**27,779**	(283,044)
Total funds carried forward	21	**531,128**	**885,516**	**7,782,426**	**9,199,070**	9,171,291

The Consolidated Statement of Financial Activities complies with the requirements for an income and expenditure account under the Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	15		**169,964**		206,232
Heritage assets	16		**7,842,426**		7,767,426
			8,012,390		7,973,658
Current assets					
Stocks	17	**58,844**		51,922	
Debtors	18	**831,260**		166,117	
Cash at bank and in hand		**1,354,601**		1,925,310	
		2,244,705		2,143,349	
Creditors: amounts falling due within one year	19	**(1,004,692)**		(912,383)	
Net current assets			**1,240,013**		1,230,966
Creditors: amounts falling due after more than one year	20		**(53,333)**		(33,333)
Total net assets			**9,199,070**		9,171,291
Charity funds					
Endowment funds	21		**7,782,426**		7,767,426
Restricted funds	21		**885,516**		855,067
Unrestricted funds	21		**531,128**		548,798
Total funds			**9,199,070**		9,171,291

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Julie A. Kenny

Dame Julie Ann Kenny DBE DL

Date: 20 September 2023

The notes on pages 37 to 62 form part of these financial statements.

COMPANY BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		2022 £
Fixed assets					
Tangible assets	15		**134,165**		166,115
Heritage assets	16		**7,842,426**		7,767,426
			7,976,591		7,933,541
Current assets					
Stocks	17	**2,543**		1,683	
Debtors	18	**687,164**		298,011	
Cash at bank and in hand		**983,865**		1,686,809	
		1,673,572		1,986,503	
Creditors: amounts falling due within one year	19	**(788,661)**		(790,078)	
Net current assets			**884,911**		1,196,425
Total assets less current liabilities			**8,861,502**		9,129,966
Creditors: amounts falling due after more than one year	20		**(30,000)**		-
Net assets excluding pension asset			**8,831,502**		9,129,966
Total net assets			**8,831,502**		9,129,966
Charity funds					
Endowment funds	21		**7,782,426**		7,767,426
Restricted funds	21		**885,516**		855,067
Unrestricted funds	21		**163,560**		507,473
Total funds			**8,831,502**		9,129,966

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £(298,464) (2022 - £(299,566)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dame Julie Ann Kenny DBE DL

Date: 20 September 2023

The notes on pages 37 to 62 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	24	**(511,623)**	(6,785)
Cash flows from investing activities			
Bank interest		**2,481**	107
Purchase of tangible fixed assets		**(36,567)**	(76,753)
Purchase of heritage assets		**(15,000)**	(1,736)
Net cash used in investing activities		**(49,086)**	**(78,382)**
Cash flows from financing activities			
Repayments of borrowing		**(10,000)**	(6,667)
Net cash used in financing activities		**(10,000)**	**(6,667)**
Change in cash and cash equivalents in the year		**(570,709)**	**(91,834)**
Cash and cash equivalents at the beginning of the year		**1,925,310**	2,017,144
Cash and cash equivalents at the end of the year	25	**1,354,601**	1,925,310

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

Wentworth Woodhouse Preservation Trust is a registered charity and company in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wentworth Woodhouse Preservation Trust 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. The financial statements are prepared on a going concern basis under the historical cost convention. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking Wentworth Woodhouse Trading Limited, on a line by line basis.

The group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

2.2 Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The trustees have considered the impact of the current economic climate on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of any continued or ongoing disruption, the trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The trustees do however recognise that uncertainty continues to exist in the economy and hence there is a risk regarding the success and sustainability of these plans. However, the trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilments of those conditions is within the control of the charity and it is probable that they will be fulfilled. No amounts are included in the financial statements for services donated by volunteers.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grant funding, which is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

The Coronavirus Job Retention Scheme (CJRS) income is recognised in other income in the period to which it relates on an accruals basis.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Raising funds comprise the costs of fundraising activity and direct costs of trading.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities include the costs of activities undertaken to further the purposes of the charity and shared costs recharged to the trading company.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised, unless part of a larger project.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the consolidated statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Plant and machinery	- 3 years reducing balance
Fixtures and fittings	- 3 years reducing balance
Office equipment	- 3 years reducing balance

2.6 Heritage assets

Heritage assets are recognised on the balance sheet and initially measured at cost when purchased or if donated, their valuation. Assets are subsequently stated at cost or valuation less accumulated depreciation and accumulated impairment losses.

Heritage assets are not depreciated because the building is currently being reconstructed.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally the listed structures at Wentworth Woodhouse, which include the Mansion and its historic contents, the stables, the Camellia House, the Ionic Temple and 83 acres of historic landscape. All of these assets are classified as heritage assets. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

2.13 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

2. Accounting policies (continued)

2.14 Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

3. Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Support costs which relate to more than one charitable activity are allocated to those activities based on an assessment criteria of percentage of total income.

4. Income from donations and legacies

	Unrestricted funds 2023 £	**Restricted funds 2023 £**	**Total funds 2023 £**	Total funds 2022 £
Donations	99,275	139,926	**239,201**	263,268
Grants	2,156	3,803,008	**3,805,164**	2,858,910
	101,431	3,942,934	**4,044,365**	3,122,178
Total 2022	277,199	2,844,979	3,122,178	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Visitor operations	328,305	**328,305**	300,273
Commercial and residential rents	6,049	**6,049**	23,323
Total 2023	334,354	**334,354**	323,596
Total 2022	323,596	323,596	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Wentworth Woodhouse Trading Limited	1,589,067	**1,589,067**	911,197
Miscellaneous income	66,615	**66,615**	39,700
	1,655,682	**1,655,682**	950,897
Total 2022	950,897	950,897	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

7. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	2,481	**2,481**	107
Total 2022	107	107	

8. Other income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
CJRS income (furlough)	-	-	24,839
Total 2022	24,839	24,839	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

9. Raising funds

	Direct costs 2023 £	Support costs 2023 £	2023 £	2022 £
Public and private events	191,145	9,861	**201,006**	49,338
Miscellaneous costs	-	-	-	408
Depreciation	-	2,108	**2,108**	60,426
Wentworth Woodhouse Trading Limited - direct costs	939,634	33,289	**972,923**	671,521
Total 2023	1,130,779	45,258	**1,176,037**	781,693
Total 2022	699,928	81,765	781,693	

Of the expenditure on raising funds, £25,131 (2022: £46,233) was attributable to restricted funds.

Shared costs that have been allocated to the trading company totalling £289,901 (2022: £220,468) are shown within charitable activities (note 10).

10. Analysis of charitable expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Visitor operations	271,288	24,622	**295,910**	717,878
Commercial and residential rents	-	-	-	1,855
Restoration, conservation & site management	4,252,466	284,690	**4,537,156**	3,203,235
	4,523,754	309,312	**4,833,066**	3,922,968
Total 2022	3,721,820	201,148	3,922,968	

£3,888,079 (2022: £3,256,939) of the above costs were attributable to restricted funds. £944,605 (2022: £666,029) of the above costs were attributable to unrestricted funds.

11. Support costs

	Fundraising expenses	Visitor operations	Commercial and residential	Restoration, conservation & site management	Total funds 2023	Total funds 2022
	£	£	£	£	£	£
Governance (note 12)	15,262	1,446	-	16,724	33,432	35,450
IT and office costs	4,837	3,761	-	43,476	52,074	16,286
Staff costs	7,329	15,079	-	174,358	196,766	164,706
Depreciation	17,830	4,336	-	50,132	72,298	66,471
Total 2023	45,258	24,622	-	284,690	354,570	282,913
Total 2022	81,765	23,940	1,855	175,353	282,913	

Support costs are allocated on the basis of a % of income activity.

12. Governance costs

	2023	2022
	£	£
Audit and accountancy fees	**21,133**	18,085
Legal fees	**7,199**	14,365
Professional fees	**5,100**	3,000
	33,432	35,450

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Net income/(expenditure)

	2023 £	2022 £
This is stated after charging:		
Depreciation of tangible fixed assets owned by the charitable group	**72,835**	79,197
Auditor's remuneration - audit	**15,800**	14,385
Auditor's remuneration - other services	**5,333**	3,700

During the year, no Trustees received any remuneration (2022 - £nil).
During the year, no Trustees received any benefits in kind (2022 - £nil).

14. Staff costs

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Wages and salaries	**1,165,725**	913,883	**1,165,725**	913,883
Social security costs	**89,510**	71,661	**89,510**	71,661
Other pension costs	**29,307**	23,060	**29,307**	23,060
	1,284,542	1,008,604	**1,284,542**	1,008,604

The average number of persons employed by the company during the year was as follows:

	Group 2023 No.	Group 2022 No.
Fundraising	**3**	1
Catering	**36**	20
Visitor Operations & Retail	**20**	18
Events & Filming	**4**	2
Facilities	**15**	8
Other	**12**	10
	90	59

14. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	Group 2022 No.
In the band £60,001 - £70,000	-	1
In the band £80,001 - £90,000	**1**	1

The key management personnel of Wentworth Woodhouse Preservation Trust comprise the CEO, the Head of Facilities and Finance and Business Manager. The total emoluments earned as employees of Wentworth Woodhouse Preservation Trust, including employer national insurance and pension contributions totals £177,061 (2022: £230,230).

Please refer to page 23 of the Trustees' Annual Report for details on how executive pay is set.

Wentworth Woodhouse Preservation Trust receives a substantial amount of support and expertise from volunteers. The work undertaken by this significant number of volunteers (including Trustee time), when expressed as a monetary value for 2022/23, is £604,156 (2021/22: £481,010). This amount is not reflected in the Statement of Financial Activities.

15. Tangible fixed assets

Group

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2022	**189,219**	**108,918**	**102,595**	**400,732**
Additions	**11,527**	**20,702**	**4,338**	**36,567**
At 31 March 2023	**200,746**	**129,620**	**106,933**	**437,299**
Depreciation				
At 1 April 2022	**70,119**	**64,064**	**60,317**	**194,500**
Charge for the year	**40,069**	**18,100**	**14,666**	**72,835**
At 31 March 2023	**110,188**	**82,164**	**74,983**	**267,335**
Net book value				
At 31 March 2023	**90,558**	**47,456**	**31,950**	**169,964**
At 31 March 2022	119,100	44,854	42,278	206,232

15. Tangible fixed assets (continued)

Company

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2022	**155,905**	**77,951**	**102,595**	**336,451**
Additions	**10,158**	**10,741**	**4,338**	**25,237**
At 31 March 2023	**166,063**	**88,692**	**106,933**	**361,688**
Depreciation				
At 1 April 2022	**55,113**	**54,906**	**60,317**	**170,336**
Charge for the year	**33,623**	**8,898**	**14,666**	**57,187**
At 31 March 2023	**88,736**	**63,804**	**74,983**	**227,523**
Net book value				
At 31 March 2023	**77,327**	**24,888**	**31,950**	**134,165**
At 31 March 2022	100,792	23,045	42,278	166,115

16. Heritage assets

Group and Company

Assets recognised at cost

	Wentworth Woodhouse 2023 £
Carrying value at 1 April 2022	7,767,426
Additions	75,000
At 31 March 2023	7,842,426

Analysis of heritage asset transactions

Group and Company

	2023 £	2022 £	2021 £	2020 £	2019 £
Purchases					
Assets held at cost	75,000	1,736	-	1,507	15,500
Donations					
Assets held at cost	-	-	-	495,000	-
Total additions	75,000	1,736	-	496,507	15,500

Heritage assets primarily comprise of the acquisition of the buildings, contents and surrounding gardens.

17. Stocks

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Retail stock	**58,844**	51,922	**2,543**	1,683

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

18. Debtors

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Trade debtors	**124,503**	12,814	**3,093**	767
Amounts owed by group undertakings	-	-	-	148,474
Other debtors	**183,894**	87,691	**183,846**	87,620
Prepayments and accrued income	**522,863**	65,612	**500,225**	61,150
	831,260	166,117	**687,164**	298,011

19. Creditors: Amounts falling due within one year

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Bank loans	**10,000**	10,000	-	-
Trade creditors	**653,804**	388,711	**621,733**	370,486
Amounts owed to group undertakings	-	-	**38,297**	-
Other taxation and social security	**29,600**	55,779	**22,892**	22,341
Other creditors	**207,853**	80,287	**42,266**	40,969
Accruals and deferred income	**103,435**	377,606	**63,473**	356,282
	1,004,692	912,383	**788,661**	790,078

	Group 2023 £	Group As restated 2022 £	Company 2023 £	Company 2022 £
Deferred income at 1 April 2022	**15,622**	15,490	**15,622**	15,490
Resources deferred during the year	**32,945**	15,622	**32,945**	15,622
Amounts released from previous periods	**(15,622)**	(15,490)	**(15,622)**	(15,490)
	32,945	15,622	**32,945**	15,622

Deferred income relates to membership income relating to 2023/24 and onwards.

20. Creditors: Amounts falling due after more than one year

	Group 2023 £	Group 2022 £	**Company 2023 £**	Company 2022 £
Bank loans	**23,333**	33,333	**-**	-
Other creditors	**30,000**	-	**30,000**	-
	53,333	33,333	**30,000**	-

Bank loans represent a Bounceback Loan with a fixed interest rate of 2.5% per annum. The term of the loan is 6 years from July 2020 however early repayment is permitted. There is a guarantee from the UK Government under the Bounce Back Loan Scheme (BBLS) in relation to this loan.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
General funds	507,473	504,881	(833,069)	(15,725)	163,560
Trading subsidiary	41,325	1,589,067	(1,262,824)	-	367,568
	548,798	2,093,948	(2,095,893)	(15,725)	531,128
Endowment funds					
Endowment Funds	7,767,426	-	-	15,000	7,782,426
Restricted funds					
Acquisition fund	3,231	-	-	-	3,231
Historic England	274,244	-	(79,516)	-	194,728
National Trust Grant	4,204	140,437	(144,641)	-	-
Masterplan phase 1/3a	136,629	2,613,529	(2,759,167)	-	(9,009)
Restricted donations	156,552	7,986	(30,431)	-	134,107
Creative Producers	-	54,810	(30,016)	-	24,794
NLHF Emergency Fund	15,875	-	(13,683)	-	2,192
Postcode Lottery	3,370	-	(837)	-	2,533
HHA Consortium	58,365	92,827	(166,139)	14,947	-
Culture Recovery Grant	102,580	-	(29,426)	(14,222)	58,932
Master Cutler's Challenge	-	83,714	(83,583)	-	131
Cultural Activities	44,560	21,500	(56,375)	-	9,685
Donations for maintenance	53,989	5,429	(39,774)	-	19,644
Community Renewal Fund	(51,719)	95,924	(43,931)	-	274
Levelling Up Fund	(45,110)	301,359	(171,559)	-	84,690
Lamp Standards	58,484	-	(52,321)	-	6,163
Hamish Ogston Foundation	27,556	491,803	(183,162)	-	336,197
HE Kickstart	257	3,031	(3,288)	-	-
Heritage Skills Apprentice	12,000	20,000	(13,720)	-	18,280
The Bedlam Wing	-	10,585	(11,641)	-	(1,056)

21. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
	855,067	3,942,934	(3,913,210)	725	885,516
Total of funds	9,171,291	6,036,882	(6,009,103)	-	9,199,070

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General funds	348,846	665,441	(506,814)	-	507,473
Trading subsidiary	24,803	911,197	(894,675)	-	41,325
	373,649	1,576,638	(1,401,489)	-	548,798
Endowment funds					
Endowment Funds	7,765,690	-	-	1,736	7,767,426
Restricted funds					
Acquisition fund	3,231	-	-	-	3,231
Historic England	895,804	30,860	(652,420)	-	274,244
National Trust Grant	17,971	153,444	(167,211)	-	4,204
Masterplan phase 1/3a	(64,338)	1,254,886	(1,053,919)	-	136,629
Restricted donations	32,806	64,944	(1,962)	60,764	156,552
Bedlam Wing	(133)	-	(450)	583	-
NLHF Emergency Fund	20,270	-	(4,395)	-	15,875
Postcode Lottery	4,149	-	(779)	-	3,370
HHA Consortium	31,411	790,432	(763,478)	-	58,365
Culture Recovery Grant	113,425	280,530	(291,375)	-	102,580
Arts Awards	35,400	4,000	(39,400)	-	-
Cultural Activities	-	148,994	(104,434)	-	44,560
Donations for maintenance	225,000	-	(107,928)	(63,083)	53,989
Community Renewal Fund	-	-	(51,719)	-	(51,719)
Levelling Up Fund	-	-	(45,110)	-	(45,110)
Lamp Standards	-	65,000	(6,516)	-	58,484
Hamish Ogston Foundation	-	36,466	(8,910)	-	27,556
HE Kickstart	-	3,423	(3,166)	-	257
Heritage Skills Apprentice	-	12,000	-	-	12,000

21. Statement of funds (continued)

Statement of funds - prior year (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
	1,314,996	2,844,979	(3,303,172)	(1,736)	855,067
Total of funds	9,454,335	4,421,617	(4,704,661)	-	9,171,291

21. Statement of funds (continued)

The Acquisition fund represents grants and donations specifically for the purchase of the property.

The Historic England Urgent Works, Phase 1, Phase 2 and Slate grant funds all form part of the £7.6m awarded from DCMS to undertake urgent work to secure the building. These have now been consolidated into one fund, the Historic England fund.

The National Trust grant was awarded to assist the Trust in building capacity to develop the visitor offer.

The Masterplan Phase 1 was awarded towards the project which will see the Camellia House redeveloped, removal of swimming pool and creating a car park. The Masterplan Phase 3a is a development phase of the southern range of the Stables including the Riding School. These have now been consolidated into one fund, the Masterplan Phase 1/3a fund. This fund is in deficit at year end due to the timing of when income has been received.

Restricted donations comprise a number of individual donations to be used for defined purposes.

The Creative Producers fund relates to income received from the UK Shared Prosperity Fund via Rotherham MBC in relation to a Digital Creativity Training Programme as part of our ongoing commitment as Digital Partner to the 2025 Rotherham Children's Capital of Culture programme.

The NLHF Emergency fund represents £240,900 that was granted as a means of support in response to the COVID-19 crisis, by providing funds to cover essential costs between June & September 2020, as well as costs look towards further longer term recovery.

The Postcode Lottery fund was originally granted for the development of a community garden. Due to the COVID-19 pandemic the Postcode Lottery allowed the funds to be derestricted, as a consequence these funds were used alongside the COVID-19 Heritage Emergency Funds to support core costs between June & September 2020.

The HHA Consortium fund is Heritage Stimulus Fund, part of the Government's £1.57bn Culture Recovery Fund for Heritage. The Trust was able to install a temporary heating system & other repairs to underground drainage, a new water mains connection and the removal of asbestos from the mansion's cellar.

The Culture Recovery Grant fund was awarded to provide funds to help support essential costs between November 2020 & March 2021, as well as focus on diversifying the business to encompass the outdoor offer and launch a new digital programme.

The Master Cutler's Challenge is a fundraising challenge for businesses to get involved and support charities across South Yorkshire. Our Chair of Trustees, Dame Julie Kenny, is this year's Master Cutler, and has chosen Wentworth Woodhouse Preservation Trust as the charity for this year. The Challenge runs until the end of September 2023.

The Arts Award fund was awarded to provide funds for an audio and projection installation as part of the wider visitor experience development.

The Cultural activities fund consists of a number of grant awards which have all been provided for the purpose of producing cultural activities and events that engage the wider community.

The donations for maintenance fund represent donations restricted to maintenance expenditure only.

The Community Renewal fund was awarded to create a digital creativity training programme.

21. Statement of funds (continued)

The Levelling Up fund was awarded by the UK Government via the local authority for delivery of a part of the Southern Range of the Stables which includes new production kitchens which will provide services across the site.

The Lamp Standards fund was awarded to fully restore the six cast iron lamp standards that are located across the East Front.

The Hamish Ogston Foundation has provided funding to support heritage skills training and works which require specialised heritage skills.

The HE Kickstart fund was awarded by Historic England to provided a six month funded garden apprenticeship position.

The Heritage Skills Apprentice fund was awarded to provided a three year funded heritage skills apprenticeship position.

The Bedlam Wing grant was awarded for the repairs to the Bedlam Wing of the house, the deficit is caused by expenditure incurred before the grant monies were received post year end.

Transfers from restricted funds to endowment funds represent heritage asset additions and transfers to restricted funds represent interest earned on restricted monies recognised as unrestricted a number of years ago.

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
General funds	**548,798**	**2,093,948**	**(2,095,893)**	**(15,725)**	**531,128**
Endowment funds	**7,767,426**	**-**	**-**	**15,000**	**7,782,426**
Restricted funds	**855,067**	**3,942,934**	**(3,913,210)**	**725**	**885,516**
	9,171,291	**6,036,882**	**(6,009,103)**	**-**	**9,199,070**

22. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
General funds	373,649	1,576,638	(1,401,489)	-	548,798
Endowment funds	7,765,690	-	-	1,736	7,767,426
Restricted funds	1,314,996	2,844,979	(3,303,172)	(1,736)	855,067
	9,454,335	4,421,617	(4,704,661)	-	9,171,291

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	**Restricted funds 2023 £**	**Endowment funds 2023 £**	**Total funds 2023 £**
Tangible fixed assets	104,214	65,750	-	**169,964**
Heritage assets	-	-	7,842,426	**7,842,426**
Current assets	1,424,939	819,766	-	**2,244,705**
Creditors due within one year	(974,692)	-	(30,000)	**(1,004,692)**
Creditors due in more than one year	(23,333)	-	(30,000)	**(53,333)**
Total	531,128	885,516	7,782,426	**9,199,070**

23. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £
Tangible fixed assets	107,606	98,626	-	206,232
Heritage assets	-	-	7,767,426	7,767,426
Current assets	1,386,908	756,441	-	2,143,349
Creditors due within one year	(912,383)	-	-	(912,383)
Creditors due in more than one year	(33,333)	-	-	(33,333)
Total	548,798	855,067	7,767,426	9,171,291

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

	Group 2023 £	Group 2022 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	**27,779**	(283,044)
Adjustments for:		
Depreciation charges	**72,835**	79,197
Bank interest	**(2,481)**	(107)
Increase in stocks	**(6,922)**	(13,634)
(Increase)/decrease in debtors	**(665,072)**	144,220
Increase in creditors	**62,238**	66,583
Net cash used in operating activities	**(511,623)**	(6,785)

25. Analysis of cash and cash equivalents

	Group 2023 £	Group 2022 £
Cash at bank	**1,353,349**	1,924,211
Cash in hand	**1,252**	1,099
Total cash and cash equivalents	**1,354,601**	1,925,310

26. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	**1,925,310**	**(570,709)**	**1,354,601**
Debt due within 1 year	**(10,000)**	-	**(10,000)**
Debt due after 1 year	**(33,333)**	**10,000**	**(23,333)**
	1,881,977	**(560,709)**	**1,321,268**

27. Pension commitments

Defined contribution pension plan

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £28,546 (2022: £23,060).

28. Related party transactions

The charitable company owns 100% of its subsidiary Wentworth Woodhouse Trading Limited. Net recharges for the year to the subsidiary, including both direct and shared costs, totalled £753,308 (2022: £549,188). At the year end amounts totalling £38,297 (2022: £148,474 debtors) are included in creditors due within one year.

No remuneration has been paid to any trustee (2022: £nil). A trustee, Dame Julie Kenny, has a daughter employed by the trust since March 2023 who incurred salary costs of £2,077 in the year. Expenses of £1,008 (2022: £448) were reimbursed to 2 trustees (2022: 2 trustees) for legitimate business expenditure incurred in respect of the attendance at meetings during the period in connection with the running of the Trust's affairs. These expense claims were disclosed to and approved by the Board of Trustees at its regular meetings.

Indemnity insurance has been purchased from funds to:

- Protect the Trustees from loss arising from the neglect or defaults of its Members or employees; and
- Indemnify Trustees from the consequences of any neglect or default on their part.

The cost incurred during the year was £575 (2022: £613).

Donations from Trustees totalled £3,563 (2022: £5,499) and other related parties totalled £nil (2022: £nil).

WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales - Charity number 1155374

Accounts

Registered number: 08809187
Charity number: 1155374

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISORS FOR THE YEAR ENDED 31 MARCH 2022

Trustees

The Duke of Devonshire KCVO CBE DL
Sir Philip Naylor-Leyland Bt
Mr Timothy Cooke OBE
Mr Martin Drury CBE
Dame Julie Kenny DBE DL, Chair
Mr Simon Carr CBE
Mrs Rachel Cowper (resigned 26 October 2021)
Mr John Caldwell
Mr Andrew Shepherd
Miss Toni Paxford (appointed 20 April 2021)
Mrs Bronwen Knight (appointed 20 April 2021)
Mr Matthew Hirst (appointed 20 April 2021)
Mr Richard Outhwaite (appointed 22 March 2022)
Ms Silethokuhle Sibande (appointed 30 May 2022)

Company registered number

08809187

Charity registered number

1155374

Registered office

Wentworth Woodhouse, Wentworth, Rotherham, South Yorkshire, S62 7TQ

Key management personnel

S McLeod, Chief Executive Officer
P Kaye, Chief Operating Officer
P Ramsden, Business and Finance Manager

Independent auditor

BHP LLP, 2 Rutland Park, Sheffield, S10 2PD

Bankers

Barclays Bank plc, Church Street, Peterborough, LE87 2BB

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The trustees present their report and the audited financial statements of the charitable group for the year ended 31 March 2022. The annual report serves the purpose of a trustees' report, strategic report and a directors' report under company law. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year were as follows:

Dame Julie Kenny DBE DL
Chair of Trustees

The Duke of Devonshire KCVO CBE DL
Sir Philip Naylor-Leyland Bt
Mr Timothy Cooke OBE
Mr Martin Drury CBE
Mr Simon Carr CBE
Mrs Rachel Cowper (resigned 26 October 2021)
Mr John Caldwell
Mr Andrew Shepherd
Mr Matthew Hirst – appointed 20 April 2021
Ms Toni Paxford – appointed 20 April 2021
Mrs Bronwen Knight – appointed 20 April 2021
Mr Richard Outhwaite – appointed 22 March 2022

Ms Silethokuhle Sibande was also appointed as a trustee on 30 May 2022.

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

a. Trust objectives

The objects of the charity are specifically restricted to the following:

"To acquire and preserve for the benefit of the nation the whole or any part or parts of the buildings, grounds and surrounding land known as Wentworth Woodhouse in the Metropolitan Borough of Rotherham and which are of special historical, architectural and constructional heritage and interest ("the building") together with such fixtures, fittings, furniture, pictures and other chattels ("the contents") as are contained within or form part of the building and which are in their own right or by association with the building objects of particular historical, architectural or artistic interest".

b. Trust priorities

The strategic objectives of Wentworth Woodhouse Preservation Trust are as follows:

1. **Regeneration** - always attaining to the very highest conservation standards to protect and restore the site, its buildings, structures and landscape. through balanced and appropriate re-use, finding creative solutions leading to an economically sustainable future
2. **Engagement** – to engage with, listen to and work with local communities and wider audiences. Engaging hearts and minds to celebrate the site as an asset to the region and the nation. Offering a positive long-term contribution to the economic and social life of local communities and acting as a driver for Rotherham and the wider tourist offer
3. **Opportunities** – Using Wentworth Woodhouse as a remarkable heritage asset to provide multiple year round opportunities for the advancement of skills, education and life-long learning by way of training, work experience, volunteering and employment, whilst enhancing knowledge through scholarship and academic research
4. **Reach New Audiences** - providing a world class, inspirational and enjoyable experience for all, with equality and diversity as key drivers of our audience development plan
5. **Entrepreneurial Spirit** – to operate a creative and solutions focussed business with commercial flair whilst always seeking to deliver our charitable objectives
6. **Professionalism** - to operate with openness and transparency, promoting best practice, behaving professionally and acting respectfully towards others at all times
7. **Caring for our Environment** - be committed to sustainable policies and practices. Environmental concerns are essential to our decision making. We understand the value of acting in an environmentally responsible way to minimise the impact on the environment from our operations
8. **Working Relationships** - to develop appropriate partnerships with others including the Fitzwilliam Wentworth Amenity Trust and other stakeholders who share our values and subscribe to our long term vision to ensure that Wentworth Woodhouse, comprising the house, gardens, park and monuments, is preserved as an entity, for the benefit of the local community and the Nation
9. **Diversity** – to develop an exemplary mixed-use site which will be a world-class model of accessibility and inclusion as demonstrated by interventions it makes in the landscape and buildings, the diversity of its activities and services and by the way its communications strategy is implemented
10. **Innovation** - to use technological and digital innovation to create imaginative visitor experiences of unfailingly high quality, effectively targeted marketing and an empowered and connected work force

c. Public benefit statement

The trustees confirm that they have given careful consideration to the Charity Commission's general guidance on public benefit.

The public benefits derived from the Trust's activities include:

The advancement of arts, heritage and culture specifically the Trust's commitment to the regeneration of the Wentworth Woodhouse site and to the reuse of buildings in ways which will provide them with a sustainable future, public access for their enjoyment, and the delivery of an extensive events programme promoting arts, culture and heritage.

The advancement of education and specifically the provision of guided tours of the site for visitors of all ages, the provision through the retail outlet of specialised texts relating to the heritage of the site and of the wider South Yorkshire region, the development of archive material to assist educational research, the provision of programmes of lectures, visits and events on and to sites of historical interest.

The advancement of training specifically the Trust's commitment to the provision of volunteering opportunities, a wide-ranging training programme, training for staff and volunteers, work placements and work experience opportunities, working extensively with students, providing real work experience in traditional heritage skills, catering, digital, graphic design and academic research. Training and upskilling are key values of the Trust as we endeavour to provide new opportunities for the communities we serve.

Strategic Report

Achievements and performance

The work of the Trust at Wentworth Woodhouse is ever expanding and evolving and in this, just our fifth year on site, we have seen a tremendous shift in our approach to the core business, with a defiant step into the world of digital. Our hospitality offer has improved and diversified and we have experimented with a variety of events and experiences to engage new audiences. The development of the site and its regeneration has been progressive and visitors can now really see the improvements that are being made. But all of this has been set against a back drop of a country struggling to get back on its feet after closures and restricted opening as a result of the pandemic and an increased cost of living which is having a marked effect on visitor numbers across the sector. The house only reopened on 19 May 2021 having been shut since November 2020, although fortunately the gardens had provided a sanctuary throughout the pandemic period. However, the team at Wentworth are a determined group and their efforts this year have enabled the Trust to push on even further, in all aspects of our work.

The Trustees set a number of key performance indicators, which include achieving a financial budget target for unrestricted funds, which was achieved in this financial year. A further key performance indicator is that of increasing visitor numbers. Visitor numbers for tours and admissions were approximately 12% higher than the previous financial year.

These indicators are monitored closely by management and the results are reported to the Finance, Staffing and Audit Committee and Board of Trustees at each meeting.

Regeneration – capital works

Although the major roof repairs to the East Front State Rooms were completed, once our temporary roofs were removed it became apparent that our newly refurbished rainwater hoppers were even more appealing to our feathered friends than before – with birds attempting to nest in them daily, creating blockages and pushing water back into the building in places. We embarked upon a programme of preventative maintenance - with each of our high level hoppers across the whole site being fitted with bespoke steel mesh netting. In addition, our sumps were fitted with gutter hogs to catch debris from surrounding trees. Whilst this exercise was challenging and took many months to complete it is of paramount importance to keep the buildings weather tight.

The Government had opened a number of new funding programmes throughout the pandemic in order to keep the construction, leisure and tourism sectors going. External repair works to the North Pavilion reached practical completion in September 2021 and we celebrated with funders and supporters as this important milestone had been reached despite the many challenges. The newly restored pavilion only went on to highlight the need to restore the South Pavilion too, which in comparison to the North Pavilion with its gilded weather vane shining on top for all to see, looked very sad and unloved. An application to the Historic England Heritage Stimulus Round 2 fund for external repairs to the South Pavilion and Bridge, and Clifford Lodgings was submitted and approved in September 2021. This provided grant funding for 80% of the costs, the remaining 20% was secured from the Hamish Ogston Foundation (HOF) and The Goldsmiths Company Charity. Wentworth Woodhouse had been the first site selected to host a Hamish Ogston Foundation Summer School in 2022. It is expected that other sites across the UK will host future summer schools following the Wentworth pilot. The summer schools, funded through the foundation and supported by Historic England, provide apprentices with an intensive six week heritage skills training experience. Some of the apprentices were able to join the main contractor Pinnacle Conservation for works to the South Pavilion which HOF supported with a capital grant. We are delighted that the Landmark Trust are to become a partner organisation at Wentworth with the long-established charitable trust, specialists in historic holiday lets, taking a long lease on the Pavilion to deliver the internal fit out, ready for it to become a high-class holiday let which they will manage. Works to the South Pavilion reached practical completion in June 2022. Another successful project for which we thank all of our funders and supporters, most particularly The Hamish Ogston Foundation, Historic England, the Historic Houses Association, Landmark Trust and The Goldsmiths Company Charity.

The development phase for the Camellia House and the Southern Range of the Stables completed in December 2021. This is always a challenging phase of any project as it is when all the aspects of the design, planning, statutory consent applications, public consultations and detailed funding applications need to be completed. A further application for delivery of the project was submitted to the National Lottery Heritage Fund in November 2021 but this is only concerned with delivering the Camellia House project and the car park at the old swimming pool area adjacent to the Stables. The delivery phase of the Southern Range of the Stables will be phased into several future funding applications. The Camellia House delivery grant was approved in March 2022 and a grant of £4m awarded. The costs of the project had seen a substantial increase due to both a significant rise in material costs and an expansion of the original scope of works. The shortfall for the original scope of works was secured thanks to an uplift in the grant award from the National Lottery Heritage Fund of £614,900, bringing the original application sum of £3,386,300 up to the £4,001,200 awarded. This has been matched with a grant of £364,622 from the Hamish Ogston Foundation, £250,000 from Historic England, £118,257 from Garfield Weston, £100,000 from Historic Houses Foundation, £7,500 from Ian Addison Charitable Trust, £19,270 in-kind donations, £33,400 volunteer time and £136,536 from WWPT own funds and other grant applications.

In June 2021 a bid for £4.6m was submitted to the Government's Levelling Up Fund via the local authority, Rotherham MBC for delivery of a part of the Southern Range of the Stables which includes new production kitchens which will provide services across the site. Work on this is now underway and programmed to be completed by 2024.

At the start of 2022 we were fortunate to receive funding from the Elizabeth Cayzer Charitable Trust to fully restore the 6 cast iron lamp standards that are located across the East Front. They were in a very poor and decaying state and had started to fall apart. The restoration is not straightforward with Ridgeway Forge of Sheffield, who are managing the project, having to work with our contractors to try to understand how they were originally put together. Work on this project is expected to complete in November 2022.

Our thanks goes to all of our funders and especially to the Fitzwilliam Wentworth Estate for their cooperation with all matters to do with planning and car parking.

Visitor Experience

In order to re-open the house following the effects of Covid, a change in direction to the visitor experience saw the rooms open for general admission or "free flow" for the first time in the Trust's history. From 19 May 2021, visitors were able to explore some of the State Rooms at their leisure as part of a time ticketed experience. Room stewards were recruited and trained and positioned throughout the spaces in order to ensure the house was well protected but also to offer additional information to the interpretation panels that were placed in each of the rooms. Opening the house in the afternoon to free flow was an important change in the houses response to the pandemic, making it more accessible to a new audience but also providing an alternative for those that may have not been comfortable being led around on a guided tour, a potential issue identified by ALVA reports during the pandemic. The tour offers continued in the morning (although reduced in number for the first few months due to Covid). The garden offer (garden general admission) also remained part of the visitor experience following its successful opening during 2020. This financial year we have welcomed over 40,000 visitors on either tours or general admission.

Exhibitions and programming

If These Walls Could Talk (2021-2022), made possible through an Art Fund *Respond and Reimagine Grant*, looked at how Wentworth Woodhouse could engage a new, family-based audience. Two community artists, along with a local

filmographer and producer, created a script and produced short film clips based on the story of the 1912 Royal Visit. These film clips and soundscapes were then projection mapped into screens, onto walls and within architrave frames where paintings once hung. Its focus was to be a more story-led digital experience that brought back to life the vast and empty spaces within the house. The funding was awarded in September 2020 and the project launched the following August 2021. It looked at new ways of interpreting stories and how different types of technology can work in spaces within the house. It has provided us with plenty of learning and helped us to better understand how a digital offer could augment an experience far removed from the more traditional 'static' room displays to something far more innovative. Whilst a full interpretation plan for the house is yet to be formally created, this project gave an ideal opportunity to test and evaluate responses to a new way of showcasing the house's rich and varied past. Following evaluation of the project it was clear that these outcomes had been achieved. A bespoke survey was created which revealed that 88% of respondents rated the projection and audio installations as either *"adding value"* to their visit or *"were nice to see"* (the top two categories on the survey). We were also able to see from the verbatim comments that for the majority, the project helped bring the house back to life, offering a new perspective and adding a new dimension to the visitor offer. Furthermore, through the evaluation, we could see a correlation between visitor's enjoyment of the project at weekends and school holidays which fits with the ticketing data for families proving the assumption that this should appeal to a more family-based audience.

Other exhibitions

We have been experimenting with various exhibitions in the Pillared Hall, either with story and interpretation or as a gallery of work. In 2021, an online exhibition, *ArtWorks Together*, was created by 70 artists with learning disabilities and autism from South Yorkshire which showcased the different pieces of work they had created whilst shielding or during lockdown. *Artworks Together* was an international arts competition which celebrated the work of artists with learning disabilities, autism or both. Organised by *ArtWorks*, the exhibition showcased 34 artists from 13 different countries. When Wentworth Woodhouse re-opened in May 2021, a selection of the pieces which varied in medium from screen printing to sculpture and painting, were displayed at the house for the general public. Partnering with Artworks once again, they have been working on a project called *Artworks X* which allows its members to curate their own exhibition using local artists under a chosen theme. This has allowed the young adults understand the various disciplines involved in curating such a project helping them gain valuable social and professional skills.

In September 2021, we liaised with the National Gallery on their touring exhibitions programme and were able to secure the exhibition *Sensing the Unseen*. Whilst this exhibition will not be on show until 2024 the work done so far to secure this exhibition has been an important step in testing new ways of working and programmes for the house in the future.

Tours

Our introductory tour, the Wentworth, has remained part of our ongoing tour programme. We also introduced a new tour based on the popular book Black Diamonds in October 2021. This tour, written and launched by the author Catherine Bailey, is inspired by the personal stories within the book and takes visitors into spaces in the house that had not previously been open to the public including the more private family rooms on the West Front.

Specialist tours have also picked up well since reopening the house in May 2021. The Hidden Tour and Wentworth According to Bob running weekly and the Conservation and Lady Mabel College tour once a month. The Head Gardener tour has also been redeveloped to include a breakfast and Q & A session in one of our garden cabins. Despite not reopening until late May 2021 and with reduced capacity, we have still welcomed 5,712 visitors through on tours.

Groups

Unsurprisingly, groups were a little slow to return when we first reopened in May 2021 and many had been postponed or cancelled due to the pandemic. However, as things gradually moved to a new normal, we have seen our booked groups return in addition to a number of new groups visiting for the first time. The group tour offer has been refined and developed to offer a series of tours, or bespoke packages complete with a range of catering packages and a private dining space during their visit.

Evaluation processes and audience finder

One of the key ambitions for understanding our audience during 2021 was to set up and start using an Audience Finder survey through the Audience Agency. In September 2021 we were able to launch our first online survey, our ticketing system was then integrated into the Audience Agency to support the online survey data. The aim is to use this data and other methods to profile our audiences effectively for the first time which will in turn inform an audience development strategy and future programming.

Front of House and Bookings

In September 2021 we launched the My Wentworth membership card. This card, aimed at repeat visitors allows free entry into the House and Gardens for an annual membership fee. It also includes several additional benefits from early bird notifications on events to discount in the tearoom and shop. The price starts from £60.00 a year per adult. A monthly Direct Debit to spread the cost of the membership has also been set up to make sure the card is as accessible to all our visitors.

With the visitor numbers getting back on track and events increasing the operational demand from front of house and bookings has grown and a Front of House and Bookings supervisor has been recruited from within the team who started in April 2022.

Research and Archive

The research team have been working on various topics throughout the year as well as supporting the volunteer digital team with their work, checking and supporting the film content and scripts. The team also worked with the community artists on creating a factually accurate story for the *If these walls could talk* project. Throughout 2021-2022 the team have also built a relationship with Sheffield Archives with whom a digital archiving project will begin later this year.

Training and Access

Over 50 staff and volunteers attended Access for All workshops to give them the confidence and knowledge to help visitors with different access needs. A new access guide and autism story were also created for the website to help our visitors plan their day A new wheelchair has been purchased for Front of House to help any visitors in need and a virtual tour has been created to showcase the state rooms for anyone that cannot yet access the principle floor.

Retail

Our retail offer continues to grow and this year we introduced a new bespoke range designed by lockdown competition winner Ellie Fisher. Her designs have been printed on tea towels, notelets and cards. With the launch of the new Black Diamonds tour, we teamed with local gin distillery, Waterston's reserve to create our own Black Diamonds gin inspired by stories in the book as well as what currently grows in our garden. Ellie Fisher was once again brought on board to create the art-deco inspired design that features on the labels. We were also able to effectively tie retail into our 2021 Christmas event and focused on gifting solutions for visitors over the festive period.

Thanks to a dedicated team of volunteers, the retail offer has been able to respond effectively to seasonal programming and national anniversaries, merchandising eye-catching displays of gift and souvenir-based products. New point of sale stories have been developed to highlight key products and the children's range has been further developed as we start to welcome a more diverse audience to the house.

Volunteering

Volunteering is at the heart of all activity at Wentworth Woodhouse. Volunteers lead this organisation in the shape of the Board of Trustees and volunteers play their part in every department. Between April 2021 and March 2022, volunteers contributed an incredible 28,670 hours to the business.

We recruit volunteers on an on-going basis but volunteering is taken seriously so all applicants are interviewed, references sought and once on board, go through a dedicated induction process. Across the year 35 new volunteers joined the ranks. Our retention rate remains excellent and our overall numbers are steadily growing.

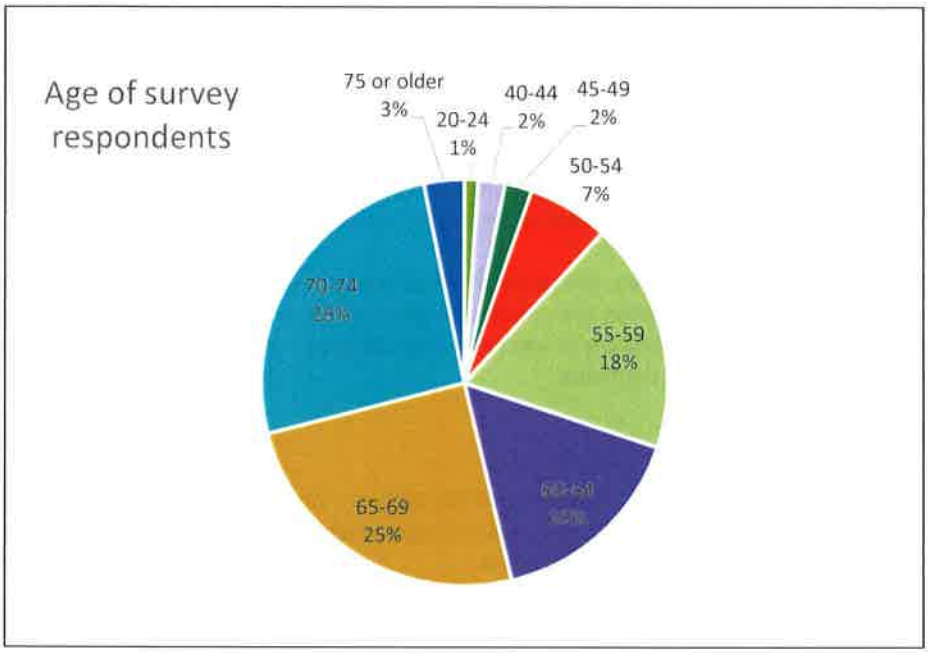
In July 2021 we undertook a detailed survey of our volunteers, so that we could understand what we do well but most importantly what we can do to improve our volunteer experience. Key findings included the following:

The survey was circulated to all Wentworth Woodhouse volunteers over a period of approximately two weeks. Out of 228 volunteers, 95 responded – a 41.7% response rate. We had hoped this would be higher.

Volunteers at Wentworth Woodhouse take on a wide range of roles and responsibilities, including clearance, maintenance, gardening, housekeeping, research, front-of-house duties, 'house chaperone', tour guides, events, office work, shop, buggy driver, car parker and digital team.

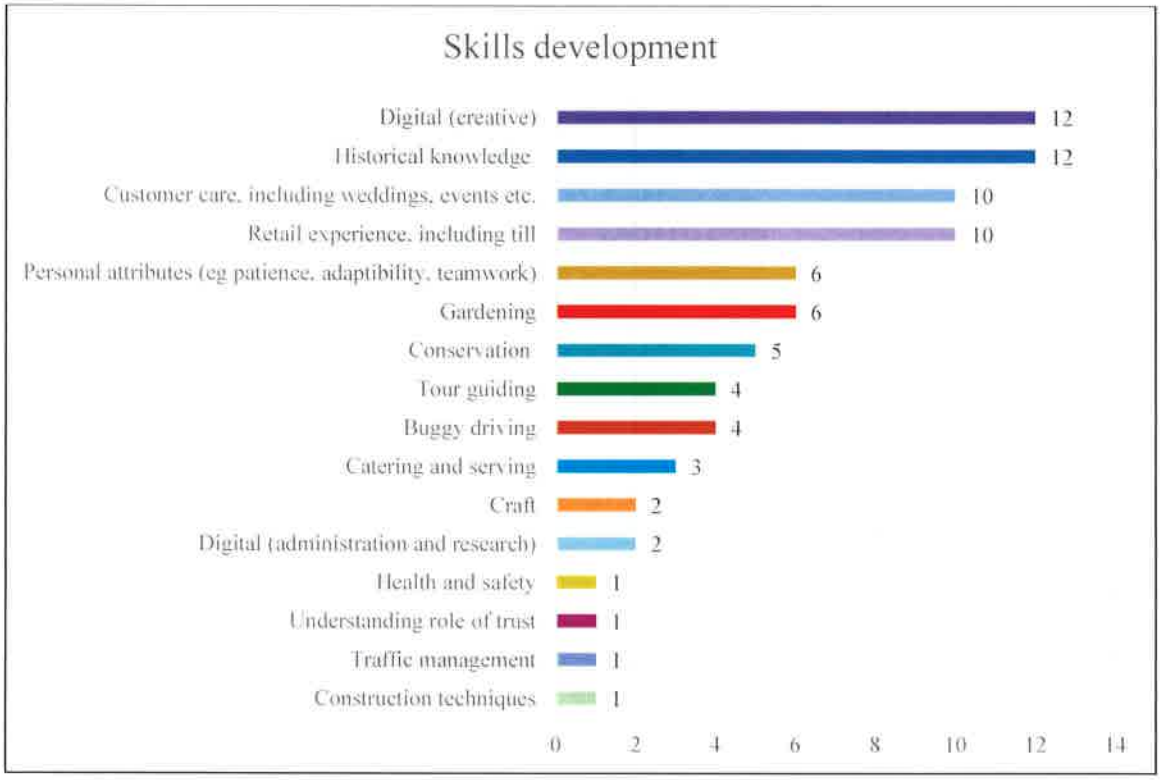
Of those who responded, 75.8% identified as female and 23.2% as male. One person "preferred not to say". All respondents said they were English/Welsh/Scottish/Northern Irish/British. This is not representative of our community and we recognise that we must do more to build diversity in our ranks. About one in five respondents identified as a D/deaf disabled person or as having a long-term health condition.

A majority of respondents (89%) have been volunteering at Wentworth Woodhouse since the creation of the Wentworth Woodhouse Preservation Trust in 2017. Only 19% joined before that time. Retention would appear to be good, 78% having volunteered for more than two years.



As might be expected, the majority of respondents (79%) fell into the over 55 age-group, with the largest number volunteering between the ages of 65 and 74, presumably post-retirement. It was striking that there were no survey respondents under 20 and none between the ages of 25 and 39. We do have some younger volunteers but this is another area for us to focus on moving forward.

For many respondents, volunteering at Wentworth Woodhouse has opened up new areas of experience and developed existing skills. Not surprisingly, historical knowledge, retail and customer care are often cited as areas of new expertise. Particularly notable is the emphasis Wentworth Woodhouse is giving to digital technology and the eagerness of volunteers to embrace it. Volunteering has also enhanced interpersonal skills such as patience, adaptability and teamwork.



The survey asked volunteers for three words that sum up their experience as volunteers. The words they chose express a strong sense of pride, belonging and enjoyment in their association with Wentworth Woodhouse. Words such as 'magical' and 'heaven' feature in several responses. Some refer to the calming atmosphere of the house and estate.

Many see the opportunity to volunteer at Wentworth Woodhouse as a privilege and find their work there personally enriching. It is a tribute to the volunteering operation at Wentworth Woodhouse that the word most often used is 'friendly', followed closely by words such as 'interesting', 'welcoming' and 'fun'.

Volunteers were invited to score their satisfaction with volunteering at Wentworth on a scale of 1- 10, where 1 meant 'not at all satisfied' and 10 'extremely satisfied'. Only three out of 95 respondents scored their satisfaction level at five or less, while 82 (86.3%) gave it a score of eight or more. No fewer than 42 respondents (44.2%) awarded Wentworth Woodhouse the maximum 10 out of 10.

The survey asked what single aspect of volunteers' experience was really positive. Overwhelmingly, responses focused on team spirit, camaraderie and a sense of common purpose. Several people talked about feeling useful and valued as an important aspect of their own well-being. Many take pleasure in bringing the past to life and working in a beautiful historic environment. The variety and hands-on nature of the tasks people undertake are also considered important. One person mentioned the support provided by the volunteer coordinator as a key factor in making Wentworth Woodhouse a friendly and rewarding place to work.

Improvements

The survey also asked what one thing about volunteering at Wentworth Woodhouse needs significant improvement. Many responses touched on the need for better internal communication about timetabling, duties and events. It is hoped the introduction of an online rota system will improve communication. Some thought a larger pool of regular volunteers would also help.

Several respondents said they would welcome more training, as well as more and better information about the history of the site. There were practical suggestions about lighting, signage, free uniform, shorter shifts and more frequent breaks. Volunteers also want the right equipment for the job, whether that be better gardening tools or a specialist archive software programme. This information is really important to us as it allows us to understand areas for improvement. We shall action these points and survey volunteers again in 2 years' time to ensure improvements have been embedded.

Across the year our volunteers contributed:

2,231 hours by trustees
111 hours of training and mentoring
561 hours fundraising - selling our bespoke items such as slate clocks, limited edition prints etc.
492 hours of crafting - creating bespoke items to sell
1,832 hours in retail
4,109 hours in the garden - we have now created a third gardening team, with groups on Tuesday, Wednesday and Thursday.
555 hours contributed by our partner organisation Artworks (an arts based organisation for adults with learning difficulties)
2,984 hours were given by the maintenance volunteers, helping with general maintenance in the house as well as making bespoke items.
5,587 hours in Visitor Welcome including front of house and car parking / buggy driving
1,580 hours in catering and hospitality
1,415 hours in housekeeping
2,519 hours were given by the digital team - the team made videos about various aspects of the work of the Trust, and launched a YouTube channel too.

Many other hours were given to tasks including litter picking, filming, events, archives and research and tour support.

We thank you all

Marketing

October 2021 saw the recruitment of our new Marketing Manager, Sophie Parkin, who joined us from a national cancer charity where she was Communications & Digital Manager. Over the subsequent six months, the marketing function at Wentworth Woodhouse has gone from strength to strength with sell-out events, new levels of social media engagement and a consistent brand and style implemented throughout all materials. Marketing Officer, Lianne Keeling (previously Marketing Assistant at Baird Group), was also recruited in April 2022 to further grow the Marketing Team.

Website & E-Newsletters

A new website was launched in March 2022 with a fresh and modern feel. Most importantly, it now contains an accessibility toolbar which enables visitors with visual needs to alter the colour contrast and text size etc. During the process of building the new website, outdated content was removed and replaced with our current messaging, refreshed imagery was added and much emphasis was placed on creating a simpler customer journey for users.

Our e-newsletter database has been refreshed and new branded templates created. A consistent monthly e-newsletter is now sent out at the end of each month to our 15,100 subscribers focussed on upcoming themes, events and promotions.

Social Media

In October 2021, management of our social media channels was brought in-house and has truly thrived as a result. Content is created, proofread and scheduled in a timely fashion and monthly analysis completed to identify key trends and popular

content. Messages are adapted in their style and tone to suit each individual channel, in order to increase the likelihood of positive engagement. The figures speak for themselves and our followers have grown on all channels, as follows:

- Instagram | 8,846 to 10,608 followers (20% increase)
- Facebook | 20,762 to 22,631 followers (9% increase)
- Twitter | 5,821 to 6,132 followers (5% increase)
- LinkedIn | 1,176 to 1,447 followers (23% increase)

Print & In-House Materials

In-house materials have been refreshed and new branded templates and logos distributed to all staff. What's On guides have been condensed to focus on upcoming events and have been reduced to four editions per year. These have proven to be very popular and a key way of communicating messages with our visitors and volunteers.

Our in-house signage (for both marketing and operational purposes) has undergone a review to create a more consistent and professionally branded visitor experience. TV screens in Reception and the Butler's Pantry Café have also been re-purposed as digital advertising spaces as well as introducing table-talkers in key areas.

Partnerships

Positive partnerships have been established with the marketing teams at National Trust, Yorkshire's Great Houses, Castles & Gardens, and Historic Houses. The latter two organisations now advertise Wentworth Woodhouse as a visitor destination on their websites and in their collateral in exchange for free or discounted entry to their members. We have also utilised relationships with other organisations including the Royal Horticultural Society, Yorkshire Food Guide and the Heritage Alliance to advertise our various events and promotions.

PR & Advertising

In an effort to reduce costs and reach more targeted audiences, PR activity has been scaled back to focus on key capital projects and funding stories. Local press coverage continues to be strong with Wentworth Woodhouse often featuring in the *Yorkshire Post*, *Sheffield Star* and *BBC Radio Sheffield*. A piece about our camellias in *The Guardian* created a bit of a 'media frenzy', as did the story of our broken Royal Albert china which was covered by press across the UK and as far away as France!

Paid advertising is now placed in selected publications linked to overall marketing strategy and campaigns. Additionally, paid social media ads have proven to be greatly successful and have boosted the numbers of several events over the past six months (e.g. 54% of We Wonder Noir attendees heard about the event via social media). Utilising such digital advertising channels has allowed us to target audiences from across South Yorkshire who are likely to be interested in specific events.

The Gardens

With help from the International Camellia Society and the Rhododendron, Camellia and Magnolia Society, we have identified three more varieties in the historic Camellia collection in the garden, and with continued support and site visits we aim to uncover the mystery of the remaining plants and their history over the coming year.

A visit to Chiswick House was made in April to thank the team there for their support and to collect the cuttings they have been growing on for us. To celebrate our relationship and the historic nature of both collections, Chiswick will plant an area with our plants cuttings in the garden at Chiswick.

We are now welcoming back groups interested in corporate volunteering, Minster Law have visited twice this year and routinely make a donation to the trust. Corporate volunteering is a big growth area for us.

The Garden and Landscape Masterplan was published this year with over 20 future projects highlighted, the projects vary in size and work will commence on some of them this year.

The International Garden Photographer of the Year exhibition was sited in the garden in early 2022 showcasing the best international wildlife and nature photography and a Wentworth Woodhouse competition winner.

Hospitality

Our hospitality offer goes from strength to strength and this year we have seen tremendous growth in both the offer and the income generated.

Following the lifting of restrictions in May 2021 we reopened fully and carried out a complete redesign of our service and menu in October 2021. The Butler's pantry has now grown 100% in just 9 months with the average takings doubling. This year we launched the afternoon tea offer, thanks to our COO Paula Kaye, who brought her expertise from Betty's to Wentworth and established a prestigious afternoon tea offer which now attracts over 80 people a day and receives the very best feedback from our customers.

We brought the bar function in-house this year which has allowed us to open up a new very positive income stream. The expansion of hospitality has resulted in many new roles for paid employment and we have recruited and trained over 20 staff – we now have over 25 full and part time staff in the hospitality team working across the whole house in 6 areas of our business. Our corporate offer has also grown as we host dinners, corporate events and buffet lunches for up to 200 people.

This year we also implemented new food safety policies – our policies now demonstrate the very best practice going beyond compliance, and are audited monthly.

Local partnerships are very important to us and this year we have engaged with 7 new local suppliers, driving up our local spend, using artisan products and building partnerships that are mutually beneficial. Partnering with a Leeds based artisan producer Northern Bloc, we now have a dedicated ice cream cabin in our west front gardens. Our Head of Catering Darren Proctor developed a new hot food offer for the garden, our authentic posh dogs menu is supported with further local supplier links and complimented with Sheffield made Doughboy cakes and cookies.

Events

Audiences have made a slow but steady return to events since the pandemic, and over the course of the year we have seen our events programme grow. Our thanks goes to Events Manager Lydia Tickner, who has now moved on to pastures new, but worked incredibly hard to kick start the events programme post-pandemic. The WE Wonder event in July 2021 was a very slowed down version of our usual festival as we tried to gradually entice people back to the site. The WE Wonder Noir festival in March 2022 was back in its full glory and proved to be one of our most successful events of the

year with over 4,000 people attending. It was wonderful to see the house displaying contemporary art installations in the historic State Rooms. The lecture series proved very popular and this year we provided on-line access to the lectures for the first time thanks to support from University Centre Rotherham. Without question the most popular lectures proved to be those delivered by our architect Dorian Proudfoot on the regeneration of Wentworth Woodhouse but our thanks goes to all of our lecturers, who between them provided a fantastic variety of subject matter from Rivalry to Swagger to Horseracing!! Alistair McDuff hosted a special dinner event and provided a fascinating talk on the Fitzwiliam Inheritance. Music of the Spheres in the gardens in August gave us the opportunity of testing events for free with garden entry tickets and this proved to be a very successful model as we saw an uplift in ticket sales of over 300 on our usual entry numbers. Our flagship fundraising Black Diamonds Ball took place in October and raised a whopping £40,550 and our thanks goes to our very own Chair Dame Julie Kenny, for her incredible energy in organizing this event each year.

The annual programme also included outdoor theatre and cinema but the biggest event of the year by far was the Once Upon a Christmas family experience in December hosted by Sneaky Experience which attracted almost 6,000 visitors. Sneaky will be joining us again this year for a new Christmas adventure.

Our thanks goes to the many staff, volunteers, event producers, lecturers and artists who make these events possible.

Film and TV Location Work

Film and TV location work has become an increasing area of growth since the Trust took over the site in 2017. A number of major productions including Downton Abbey, Victoria, The Irregulars, and Gentleman Jack have been filmed here. Balancing the income filming can generate with our commitment to opening the house to the public is always a challenge, and we now have a dedicated team who ensure that things run smoothly when we do have film companies on site. Often the Trust is tied into confidentiality agreements which can make reporting difficult but over the course of the last year we welcomed Gentleman Jack and others on site.

Our special thanks goes to Screen Yorkshire, who work tirelessly to ensure the big film productions consider Yorkshire as a location for their productions and our own in-house team, including a large number of volunteers, who often have to work very late into the night supporting the film shoots.

Digital Development at Wentworth Woodhouse

It's been a busy and exciting year for digital programmes at Wentworth Woodhouse. Our core team of 14 volunteers in the Digital Team have created almost 100 videos that can be seen on the Wentworth Woodhouse YouTube channel: www.youtube.com/c/wentworthwoodhouse1

In March, Steve Ash, who leads the digital work at Wentworth Woodhouse, won the prestigious Digital Heritage Hero award, presented by the Heritage Alliance in recognition of the outstanding range of digital programmes that he and the team are managing. Our congratulations go to Steve, this award was very much deserved.

To celebrate National Volunteer Week in June, the Digital Team designed and curated a multimedia showcase of the work that our incredible volunteers undertake for Wentworth Woodhouse. It included photography, an audio soundscape and 10 new videos showing the breadth of our volunteering activities and highlighting their vital importance for the Trust.

We've also secured fascinating archive footage from 1940, from the Yorkshire Film Archive of the army training motor cyclists at the Stables during WWII, and footage of the Wentworth Woodhouse glasshouses (now demolished) and the interior of the Camellia House, some of which you can see on our channel in the film Digital Heritage.

Internship programme

In February, we became an official Internship Partner for the University of Oxford. Our first cohort of 5 Interns will join us in September 2022, to begin work on digitising and transcribing the papers of the 1st and 2nd Marquises of Rockingham, which are currently held at the Sheffield Archives.

The project will also deliver a range of suggestions on how the archive material might be used to provide an integrated suite of visitor experiences and events throughout 2023, which is the 300th anniversary of the inheritance of the estates by the 1st Marquis of Rockingham. It is also the 250th anniversary of the Boston Tea Party, a pivotal moment in the political career of the 2nd Marquis. The project provides an exciting opportunity for us to work with the Museum and Archives of Rockingham County, USA, to explore primary source materials from both sides of the pond.

Education Programmes

Our relationship with Rotherham College and University Centre Rotherham has flourished over the past 12 months. We've worked on a number of projects with students on a range of courses including graphics, media, photography and fashion, all of which include strong digital elements. Some of their work, inspired by visits to the House, was on display at the We Wonder Noir festival in March. We are developing these core relationships further for 2022/23.

In January 2022, we welcomed 10 Trainee Creative Producers, aged 17-24 onto a Digital Creativity training programme, which is a pilot programme ahead of Rotherham becoming the world's first Children's Capital of Culture, in 2025. They completed their training at the end of March and then worked as two collaborative teams to design and curate the House of Future Creatives event held at Wentworth Woodhouse in June.

The event took over the entire House for two nights, filling it with music, film, digital artworks, dance and drama. https://www.youtube.com/watch?v=3k0L6858Oq4&t=18s

It featured a unique, 4-wall cinema experience in the Whistlejacket Room showcasing the film 'Four of a kind'. This was scripted, cast, filmed and edited by the Creative Producers and is currently being entered into a range of competitions and festivals.

The Creative Producers have also recently completed a film in support of our 2022 National Citizenship Scheme project, to turn the Drying Green into a Community Garden, and a welcome video for young apprentices joining us for the Hamish Ogston Summer School, supported by Historic England, in August 2022.

We're currently working to secure funding for follow-on training programmes to engage more young people with Wentworth Woodhouse.

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Fundraising

Fundraising is key to everything we do and over the course of the year a number of activities took place and funding bids were submitted in order to progress the development of the site.

During the period from April 2021 to March 2022 the Trust attracted £3,122,178 through fundraising activities of which £2,844,979 restricted.

The Trust is not currently part of a voluntary scheme for regulating but as we expand our fundraising activities, we will look to join a scheme. We have not received any complaints with regards to our fundraising.

As part of our commitment to treat all of our donors fairly, we ensure that we do not unreasonably intrude on a person's privacy; that no-one is unduly pressured to make a donation; and that we do not undertake unreasonably persistent approaches for the purposes of soliciting or otherwise procuring money or property. If any of our current donors wish to stop giving, we will respect their decision. The needs of people in vulnerable circumstances are also recognised and acknowledged.

Funding awarded since April 2021

Grant support awarded over the year

Levelling Up Funding	£4,600,000
Heritage Stimulus (HHA2) – via Historic England	£702,606
Hamish Ogston Foundation	
Goldsmiths Charitable Company (HHA2)	£5,000
National Lottery Heritage Fund – Camellia House Delivery	£4,001,200
Historic England – Camellia House Delivery	£250,000
Garfield Weston – Camellia House Delivery	£118,257
Historic Houses Foundation – Camellia House Delivery	£100,000
Ian Addison Charitable Trust – Camellia House Delivery	£7,500
Golden Bottle Trust – Camellia House Delivery	£1,000
Covid-19 Job Retention Scheme (Furlough)	£24,839
Heritage Skills Apprentice – Radcliffe Trust	£36,000
Heritage Skills Apprentice – Leche Trust	£24,000
Kickstart Programme via Historic England	£6,246
Community Renewal Funding	£95,924
Reload – Rotherham MBC	£25,000
Elizabeth Cayzer Charitable Trust	£65,000

Please note, for some of these grants the monies will be received post year end.

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Financial matters

Financial review

The charity continues to satisfy its objectives and is presently financially secure.

Following the easing of COVID-19 restrictions, commercial activities were able to re-commence this year. A grant award of £179,300 from the Culture Recovery 2021 funding round was received with the specific intention of re-inflating unrestricted reserves.

Total income amounted to £4,421,617 (2021: £3,925,404). Total expenditure was £4,704,661 (2021: £4,981,601) resulting in net expenditure of £283,044 (2021: £1,056,197). It should be noted that the net expenditure includes expenditure on the capital works programme. Restricted funds have decreased this year owing to expenditure in relation to the capital works programme occurring in this financial year, the grant income funding this programme was received in the previous periods.

As at 31 March 2022 funds totalled £9,171,291 (2021: £9,454,335) of which £548,798 (2021: £373,649) were unrestricted funds, £855,067 (2021: £1,314,996) were restricted funds and £7,767,426 (2021: £7,765,690) were endowment funds.

The financial statements give details of the charity's funds and how these have been applied during the year.

Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The trustees have considered the impact of the current economic climate on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of any continued or ongoing disruption, the trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The trustees do however recognise that uncertainty continues to exist in the economy and hence there is a risk regarding the success and sustainability of these plans. However, the trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

Principal risks and uncertainties

The trustees have a risk management strategy which comprises:

- A bi-monthly review of the principal risks and uncertainties that the Trust and the subsidiary Wentworth Woodhouse Trading Ltd face. These risks are presented in the form of 2 risk registers; Corporate Risk and Capital Works Risks.
- The establishment of policies, and systems to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Trust should these risks materialise.

Key financial risks are detailed below. Attention is also focussed on non-financial risks arising from fire, health and safety, legal claims, and damage to the reputation of the Trust. These are managed by ensuring we are fully compliant with legislation, we have robust policies and procedures in place and that regular awareness training is provided for staff and volunteers working in these operational areas.

Risk 1

Insufficient income is obtained to support ongoing revenue required to maintain and manage Wentworth Woodhouse. Charity support and commercial income is not received or sufficiently generated to meet expectations.

Remedial action

Risks to revenue have arisen because of the on-going impact of COVID-19 and the current cost of living crisis, however, the mix of commitments from charitable sources and commercial income from several on-going and proven streams, for which conservative assumptions have been made, provide a robust basis and substantially mitigate the risk.

We continue to seek charitable donations, engage the public, charities and seek to develop an active local fundraising committee.

Each departmental head is working to a business plan and budget so as to maximise opportunities for income generation. Revenue secured from the National Trust to support core costs continues though at a diminishing rate . New Government funding streams including the Growth and Prosperity Funding have recently been announced. Financial reporting improvements have been made and monitoring of the financials continue to be carried out by the Finance, Staffing and Audit Committee.

Risk 2

Fundraising to support revenue costs as detailed in the fundraising strategy fails to achieve targets required. Fundraising committee fails, costs cannot be met, Wentworth Woodhouse fails and closes.

Remedial Action

An experienced fundraising CEO and an influential Board of Trustees are in place. The Trust has good existing relationships with funders. A high number of volunteers are included in fundraising activities. The Chair is shortly to become Master Cutler and as such, will dedicate her challenge to Wentworth Woodhouse.

The Trust ensures donations can be easily received by way of onsite donation boxes, QR code signs and social media Just Giving.

Risk 3

Inadequate reserves and cash flow problems. Falling income, poor financial management and accounting, lack of adequate information and profligate spending. Wentworth Woodhouse cannot meet its commitments and ceases to be a going concern.

Remedial Action

The Trust has implemented a reserves policy and monthly management accounts produced. The Trust has a strong mix of trustees with commercial, heritage and banking background. A new staffing regime in the accounts department has recently been agreed which will dedicate resource and experience to specific financial areas of the business

Risk 4

Loss of capital due to theft or fraud. Inadequate financial controls. Reputational risk, potential for further sanctions, less resources to deliver charitable objectives.

Remedial Action

The Trust has implemented stringent financial controls and procedures. Thresholds have been introduced for all payments, and all payments require two signatures. An anti-money laundering policy has been introduced and client identification required for all transactions over £10k in value. Bank mandate and financial controls are reviewed annually.

Risk 5

The impact of COVID-19 and the cost of living limits visitor numbers. Lack of destination support, parking facilities etc. Poor visitor numbers equate to lower visitor spend and therefore income to sustain the House as a visitor attraction.

Remedial Action

Funding obtained in the previous year from the NLHF, The Art Fund and Arts Council England has allowed the Trust to introduce new tour offerings, a digital offer and a number of new resources to encourage spend in the gardens. An application has been made to the ACE to become a National Portfolio Organisation. If successful, this will provide financial support for a dedicated cultural team to develop the offer further.

Reserves policy

The trustees have considered the reserves held by the Trust as at 31 March 2022. The Trust needs reserves to enable it to develop its long term aims as well as ensuring the continuation of current activities. As at 31 March 2022 the Trust held reserves totalling £9,171,291, of which £7,767,426 were held in endowment funds, £855,067 were held in restricted funds and £548,798 were held in unrestricted funds. Free reserves as at 31 March 2022 totalled £411,192 (2021 £295,089). It is the trustees' ambition to hold free reserves in cash or in grant offers awarded but not yet received which will be sufficient to cover six months of its unrestricted operating costs, which currently equate to £700,745. The trustees are working towards achieving the free reserves target in the coming year.

Plans for future periods

The year ahead is going to be challenging as we are already seeing the impact of the cost of living crisis in our visitor numbers. This year we shall launch our Cultural Strategy as well as our overarching 5 year Strategic Plan. Both are ambitious but achievable. We have The Camellia House project to deliver including a very exciting Activity Plan targeted at groups from the global majority, disability including hidden disabilities and low income households. The HOF summer school, which is already underway will run over the summer of 2022. The production kitchens at the Stables will commence this year, and we aim to get the Community Heritage and Craft Skills Workshop and Bedlam out of the starting blocks and into the development phase. We shall be creating accessible natural play areas encouraging imagination and group play in the Forest of Bewilderment, and the Drying Green will be developed as a community horticultural learning space.

Our digital programmes will be expanded, and, we hope, our cultural department created subject to a major funding bid the Arts Council England. Fundraising shall be our focus, as we grow so do our costs and reaching a point of financial sustainability has to be our end goal.

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

The Wentworth Woodhouse Preservation Trust is a Building Preservation Trust and a company limited by guarantee. Wentworth Woodhouse Trading Limited is a wholly owned subsidiary of the Trust. At present the Trust is managed by its Trustee body, the Board of Trustees. This body usually meets bi-monthly and currently has 12 members.

The responsibility for recommending the appointment of trustees to the Board rests with the Board of Trustees. Trustees are appointed on the basis of an analysis of the current skills on the Board and the need to strengthen its ability to direct the affairs of the Trust, and the individual ability of any nominee to meet the perceived gap in skills and other qualities that they may bring to the Trust.

All trustees receive a copy of the Constitution, the latest guidance from the Charity Commission on the role of an effective trustee and an organigram detailing the executive structure of both the Trust and the trading company. They all attend tours of the house and gardens and meet with the CEO in advance of their formal appointment.

Within the Board of Trustees there are two sub-committees: the Finance, Staffing and Audit Committee and the Capital Works Project Steering Group (which has Trustee representation within its membership).

Key management personnel remuneration policy

The trustees delegate the day to day management of the charity to the key management personnel. Remuneration for key management personnel is determined by the Board of Trustees. Levels are established from a review of the objectives of the charity, the tasks to be achieved, the responsibility of the role and breadth of skills required. In addition, levels are benchmarked within the locality and within the heritage sector.

Third party indemnity provisions

Insurance for trustees against liabilities in relation to the company, as permitted by the Companies Act 2006, is maintained under a policy held by Wentworth Woodhouse Preservation Trust.

TRUSTEES REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Trustees' responsibilities statement

The trustees (who are also directors of Wentworth Woodhouse Preservation Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

In so far as the trustees are aware;

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the trustees have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

In approving the trustees' report, we also approve the strategic report included therein, in our capacity as company directors.

This report was approved by the trustees, on 20 September 2022 and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST

Opinion

We have audited the financial statements of Wentworth Woodhouse Preservation Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the company balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Other information

The other information comprises the information included in the trustees' report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the strategic report and the driectors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and directors' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and report in accordance with this Act.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

BHP LLP

Jane Marshall (senior statutory auditor)
for and on behalf of
BHP LLP
Chartered Accountants
Statutory Auditor
2 Rutland Park
Sheffield
S10 2PD

Date: 19 October 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Endowment funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income and endowments from:						
Donations and legacies	4	**277,199**	**2,844,979**	-	**3,122,178**	3,253,520
Charitable activities	5	**323,596**	-	-	**323,596**	173,785
Other trading activities	6	**950,897**	-	-	**950,897**	242,821
Investments	7	**107**	-	-	**107**	3,315
Other income	8	**24,839**	-	-	**24,839**	251,963
Total income and endowments		**1,576,638**	**2,844,979**	-	**4,421,617**	3,925,404
Expenditure on:						
Raising funds:	9					
Raising funds		**63,939**	**46,233**	-	**110,172**	85,918
Other trading activities		**671,521**	-	-	**671,521**	100,603
Charitable activities	10	**666,029**	**3,256,939**	-	**3,922,968**	4,795,080
Total expenditure		**1,401,489**	**3,303,172**	-	**4,704,661**	4,981,601
Net income/ (expenditure)		**175,149**	**(458,193)**	-	**(283,044)**	(1,056,197)
Transfers between funds	21	-	**(1,736)**	**1,736**	-	-
Net movement in funds		**175,149**	**(459,929)**	**1,736**	**(283,044)**	(1,056,197)
Reconciliation of funds:						
Total funds brought forward		**373,649**	**1,314,996**	**7,765,690**	**9,454,335**	10,510,532
Net movement in funds		**175,149**	**(459,929)**	**1,736**	**(283,044)**	(1,056,197)
Total funds carried forward		**548,798**	**855,067**	**7,767,426**	**9,171,291**	9,454,335

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

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	15		**206,232**		208,676
Heritage assets	16		**7,767,426**		7,765,690
			7,973,658		7,974,366
Current assets					
Stocks	17	**51,922**		38,288	
Debtors	18	**166,188**		310,408	
Cash at bank and in hand		**1,925,310**		2,017,144	
		2,143,420		2,365,840	
Creditors: amounts falling due within one year	19	**(912,454)**		(842,538)	
Net current assets			**1,230,966**		1,523,302
Creditors: amounts falling due after more than one year	20		**(33,333)**		(43,333)
Total net assets			**9,171,291**		9,454,335
Charity funds					
Endowment funds	21		**7,767,426**		7,765,690
Restricted funds	21		**855,067**		1,314,996
Unrestricted funds	21		**548,798**		373,649
Total funds			**9,171,291**		9,454,335

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
(Chair of Trustees)
Date: 20 September 2022

The notes on pages 35 to 57 form part of these financial statements.

WENTWORTH WOODHOUSE PRESERVATION TRUST
REGISTERED NUMBER: 08809187

COMPANY BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		2021 £
Fixed assets					
Tangible assets	15		**166,115**		186,559
Heritage assets	16		**7,767,426**		7,765,690
			7,933,541		7,952,249
Current assets					
Stocks	17	**1,683**		2,083	
Debtors	18	**298,011**		366,416	
Cash at bank and in hand		**1,686,809**		1,874,834	
		1,986,503		2,243,333	
Creditors: amounts falling due within one year	19	**(790,078)**		(766,050)	
Net current assets			**1,196,425**		1,477,283
Total assets less current liabilities			**9,129,966**		9,429,532
Total net assets			**9,129,966**		9,429,532
Charity funds					
Endowment funds	21		**7,767,426**		7,765,690
Restricted funds	21		**855,067**		1,314,996
Unrestricted funds	21		**507,473**		348,846
Total funds			**9,129,966**		9,429,532

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £(299,566) (2021 - £(1,062,335)).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
(Chair of Trustees)
Date: 20 September 2022

The notes on pages 35 to 57 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	24	**(6,785)**	(1,035,335)
Cash flows from investing activities			
Bank interest		**107**	3,315
Purchase of tangible fixed assets		**(76,753)**	(166,404)
Purchase of heritage assets		**(1,736)**	-
Net cash used in investing activities		**(78,382)**	**(163,089)**
Cash flows from financing activities			
Repayments of borrowing		**(6,667)**	-
Net cash (used in)/provided by financing activities		**(6,667)**	**-**
Change in cash and cash equivalents in the year		**(91,834)**	**(1,198,424)**
Cash and cash equivalents at the beginning of the year		**2,017,144**	3,215,568
Cash and cash equivalents at the end of the year	25	**1,925,310**	2,017,144

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

Wentworth Woodhouse Preservation Trust is a registered charity and company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wentworth Woodhouse Preservation Trust 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.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking Wentworth Woodhouse Trading Limited, on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

The company's net movement in funds for the year was £(299,566) (2021 - (£1,062,335)).

2.2 Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The trustees have considered the impact of the current economic climate on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of any continued or ongoing disruption, the trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The trustees do however recognise that uncertainty continues to exist in the economy and hence there is a risk regarding the success and sustainability of these plans. However, the trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilments of those conditions is within the control of the charity and it is probable that they will be fulfilled. No amounts are included in the financial statements for services donated by volunteers.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grant funding, which is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

The Coronavirus Job Retention Scheme (CJRS) income is recognised in other income in the period to which it relates on an accruals basis.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Raising funds comprise the costs of fundraising activity and trading.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities include the costs of activities undertaken to further the purposes of the charity.

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised, unless part of a larger project.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Consolidated statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Plant and machinery	- 3 years reducing balance
Fixtures and fittings	- 3 years reducing balance
Office equipment	- 3 years reducing balance

2.6 Heritage assets

Heritage assets are recognised on the balance sheet and initially measured at cost when purchased or if donated, their valuation. Assets are subsequently stated at cost or valuation less accumulated depreciation and accumulated impairment losses.

Heritage assets are not depreciated because the building is currently being reconstructed.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2.9 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally the listed structures at Wentworth Woodhouse, which include the Mansion and its historic contents, the stables, the Camellia House, the Ionic Temple and 83 acres of historic landscape. All of these assets are classified as heritage assets. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

2.13 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

3. Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Support costs which relate to more than one charitable activity are allocated to those activities based on an assessment criteria of percentage of total income.

4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	87,326	175,942	**263,268**	304,945
Grants	189,873	2,669,037	**2,858,910**	2,948,575
	277,199	2,844,979	**3,122,178**	3,253,520
Total 2021	73,982	3,179,538	3,253,520	

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Visitor services	300,273	**300,273**	148,408
Commercial and residential rents	23,323	**23,323**	25,377
Total 2022	323,596	**323,596**	173,785
Total 2021	173,785	173,785	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Wentworth Woodhouse Trading Limited	911,197	**911,197**	212,350
Miscellaneous income	39,700	**39,700**	30,471
	950,897	**950,897**	242,821
Total 2021	242,821	242,821	

7. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	107	**107**	3,315
Total 2021	3,315	3,315	

8. Other income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
CJRS income (furlough)	24,839	**24,839**	251,963
Total 2021	251,963	251,963	

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Raising funds

	Direct costs 2022 £	Support costs 2022 £	**2022 £**	2021 £
Public and private events	27,999	21,339	**49,338**	52,659
Miscellaneous costs	408	-	**408**	287
Depreciation	-	60,426	**60,426**	32,972
Wentworth Woodhouse Trading Limited	671,521	-	**671,521**	100,603
Total 2022	699,928	81,765	**781,693**	186,521
Total 2021	151,183	35,338	186,521	

Of the expenditure on raising funds, £46,233 (2021: £31,631) was attributable to restricted funds.

10. Analysis of charitable expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	**Total funds 2022 £**	Total funds 2021 £
Visitor services	693,938	23,940	**717,878**	267,611
Commercial and residential rents	-	1,855	**1,855**	484
Heritage site management	3,027,882	175,353	**3,203,235**	4,526,985
	3,721,820	201,148	**3,922,968**	4,795,080
Total 2021	4,758,517	36,563	4,795,080	

£3,256,939 (2021: £4,326,760) of the above costs were attributable to restricted funds. £666,029 (2021: £468,320) of the above costs were attributable to unrestricted funds.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. Support costs

	Fundraising expenses	Tours	Commercial and residential	Heritage site management	Total funds 2022	Total funds 2021
	£	£	£	£	£	£
Governance (note 12)	3,496	2,991	233	28,730	35,450	11,158
IT costs	1,599	1,441	107	13,139	16,286	15,440
Staff costs	16,244	13,899	1,079	133,484	164,706	10,359
Depreciation	60,426	5,609	436	-	66,471	34,944
Total 2022	81,765	23,940	1,855	175,353	282,913	71,901
Total 2021	35,338	2,936	484	33,143	71,901	

Support costs are allocated on the basis of a % of income activity.

12. Governance costs

	2022	2021
	£	£
Audit and accountancy fees	**18,085**	10,753
Legal fees	**14,365**	405
Professional fees	**3,000**	-
	35,450	11,158

13. Net income/(expenditure)

	2022	2021
	£	£
This is stated after charging:		
Depreciation of tangible fixed assets owned by the charitable group	**79,197**	43,517
Auditor's remuneration - audit	**14,385**	7,110
Auditor's remuneration - other services	**3,700**	3,642

During the year, no Trustees received any remuneration (2021 - £nil).
During the year, no Trustees received any benefits in kind (2021 - £nil).

14. Staff costs

	Group 2022	Group 2021	Company 2022	Company 2021
	£	£	£	£
Wages and salaries	**913,883**	626,555	**616,085**	587,691
Social security costs	**71,661**	41,026	**46,396**	37,610
Other pension costs	**23,060**	17,478	**17,403**	16,056
	1,008,604	685,059	**679,884**	641,357

The average number of persons employed by the company during the year was as follows:

	Group 2022	Group 2021
	No.	No.
	59	54

14. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	Group 2021 No.
In the band £60,001 - £70,000	**1**	-
In the band £70,001 - £80,000	**-**	1
In the band £80,001 - £90,000	**1**	-

The key management personnel of Wentworth Woodhouse Preservation Trust comprise the CEO, the COO and Finance and Business Manager. The total emoluments earned as employees of Wentworth Woodhouse Preservation Trust, including employer national insurance and pension contributions totals £230,230 (2021: £145,863).

Please refer to page 23 of the Trustees' Annual Report for details on how executive pay is set.

Wentworth Woodhouse Preservation Trust receives a substantial amount of support and expertise from volunteers. The work undertaken by this significant number of volunteers (including Trustee time), when expressed as a monetary value for 2021/22, is £481,010 (2020/21: £227,420). This amount is not reflected in the Statement of Financial Activities.

15. Tangible fixed assets

Group

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2021	**137,980**	**85,224**	**100,775**	**323,979**
Additions	**51,239**	**23,694**	**1,820**	**76,753**
At 31 March 2022	**189,219**	**108,918**	**102,595**	**400,732**
Depreciation				
At 1 April 2021	**26,017**	**48,205**	**41,081**	**115,303**
Charge for the year	**44,102**	**15,859**	**19,236**	**79,197**
At 31 March 2022	**70,119**	**64,064**	**60,317**	**194,500**
Net book value				
At 31 March 2022	**119,100**	**44,854**	**42,278**	**206,232**
At 31 March 2021	111,963	37,019	59,694	208,676

15. Tangible fixed assets (continued)

Company

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2021	**111,698**	**77,951**	**100,775**	**290,424**
Additions	**44,207**	**-**	**1,820**	**46,027**
At 31 March 2022	**155,905**	**77,951**	**102,595**	**336,451**
Depreciation				
At 1 April 2021	**18,004**	**44,780**	**41,081**	**103,865**
Charge for the year	**37,109**	**10,126**	**19,236**	**66,471**
At 31 March 2022	**55,113**	**54,906**	**60,317**	**170,336**
Net book value				
At 31 March 2022	**100,792**	**23,045**	**42,278**	**166,115**
At 31 March 2021	93,694	33,171	59,694	186,559

16. Heritage assets

Group and Company

Assets recognised at cost

	Wentworth Woodhouse 2022 £
Carrying value at 1 April 2021	7,765,690
Additions	1,736
At 31 March 2022	7,767,426

Analysis of heritage asset transactions

Group and Company

	2022 £	2021 £	2020 £	2019 £	2018 £
Purchases					
Assets held at cost	1,736	-	1,507	15,500	7,283,683
Donations					
Assets held at cost	-	-	495,000	-	-
Total additions	1,736	-	496,507	15,500	7,283,683
Charge for impairment					
Assets held at cost	-	-	-	-	(30,000)
Total charge for impairment	-	-	-	-	(30,000)

Heritage assets primarily comprise of the acquisition of the buildings, contents and surrounding gardens.

17. Stocks

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Retail stock	**51,922**	38,288	**1,683**	2,083

18. Debtors

	Group 2022 £	Group 2021 £	**Company 2022 £**	Company 2021 £
Trade debtors	**12,814**	37,814	**767**	4,049
Amounts owed by group undertakings	**-**	-	**148,474**	91,600
Other debtors	**87,762**	203,032	**87,620**	202,995
Prepayments and accrued income	**65,612**	69,562	**61,150**	67,772
	166,188	310,408	**298,011**	366,416

19. Creditors: Amounts falling due within one year

	Group 2022 £	Group 2021 £	**Company 2022 £**	Company 2021 £
Bank loans	**10,000**	6,667	**-**	-
Trade creditors	**388,711**	522,761	**370,486**	518,712
Other taxation and social security	**55,850**	37,752	**22,341**	14,141
Other creditors	**80,287**	69,061	**40,969**	34,454
Accruals and deferred income	**377,606**	206,297	**356,282**	198,743
	912,454	842,538	**790,078**	766,050

	Group 2022 £	Group 2021 £	**Company 2022 £**	Company 2021 £
Deferred income at 1 April 2021	**15,490**	5,175	**11,490**	5,175
Resources deferred during the year	**15,622**	15,490	**15,622**	11,490
Amounts released from previous periods	**(16,235)**	(5,175)	**(12,235)**	(5,175)
	14,877	15,490	**14,877**	11,490

20. Creditors: Amounts falling due after more than one year

	Group 2022 £	Group 2021 £
Bank loans	**33,333**	43,333

Bank loans represent a Bounceback Loan with an interest rate of 2.5% per annum. The term of the loan is 6 years from July 2020 however early repayment is permitted.

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General funds	348,846	665,441	(506,814)	-	507,473
Trading subsidiary	24,803	911,197	(894,675)	-	41,325
	373,649	1,576,638	(1,401,489)	-	548,798
Endowment funds					
Endowment Funds	7,765,690	-	-	1,736	7,767,426
Restricted funds					
Acquisition fund	3,231	-	-	-	3,231
Historic England	895,804	30,860	(652,420)	-	274,244
National Trust Grant	17,971	153,444	(167,211)	-	4,204
Masterplan phase 1/3a	(64,338)	1,254,886	(1,053,919)	-	136,629
Restricted donations	32,806	64,944	(1,962)	60,764	156,552
Bedlam Wing	(133)	-	(450)	583	-
NLHF Emergency Fund	20,270	-	(4,395)	-	15,875
Postcode Lottery	4,149	-	(779)	-	3,370
HHA Consortium	31,411	790,432	(763,478)	-	58,365
Culture Recovery Grant	113,425	280,530	(291,375)	-	102,580
Arts Award	35,400	4,000	(39,400)	-	-
Cultural Activities	-	148,994	(104,434)	-	44,560
Donations for maintenance	225,000	-	(107,928)	(63,083)	53,989
Community Renewal Fund	-	-	(51,719)	-	(51,719)
Levelling Up Fund	-	-	(45,110)	-	(45,110)
Lamp Standards	-	65,000	(6,516)	-	58,484
Hamish Ogston Foundation	-	36,466	(8,910)	-	27,556
HE Kickstart	-	3,423	(3,166)	-	257
Heritage Skills Apprentice	-	12,000	-	-	12,000
	1,314,996	2,844,979	(3,303,172)	(1,736)	855,067
Total of funds	9,454,335	4,421,617	(4,704,661)	-	9,171,291

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
General funds	243,542	533,516	(407,054)	(21,158)	348,846
Trading subsidiary	18,665	212,350	(206,212)	-	24,803
	262,207	745,866	(613,266)	(21,158)	373,649
Endowment funds					
Endowment Funds	7,765,690	-	-	-	7,765,690
Restricted funds					
Acquisition fund	3,231	-	-	-	3,231
HLF resilience grant fund 2	5,196	22,710	(51,015)	23,109	-
Historic England	2,010,732	1,350,976	(2,465,904)	-	895,804
National Trust Grant	-	121,117	(103,146)	-	17,971
Masterplan phase 1/3a	100,875	310,602	(475,815)	-	(64,338)
Cornicing Grant	354,000	5,000	(359,000)	-	-
Restricted donations	8,734	29,968	(4,686)	(1,210)	32,806
Bedlam Wing	(133)	-	-	-	(133)
NLHF Emergency Fund	-	240,900	(219,889)	(741)	20,270
Postcode Lottery	-	20,000	(15,851)	-	4,149
HHA Consortium	-	395,795	(364,384)	-	31,411
Culture Recovery Grant	-	421,470	(308,045)	-	113,425
Arts Award	-	36,000	(600)	-	35,400
Donations for maintenance	-	225,000	-	-	225,000
	2,482,635	3,179,538	(4,368,335)	21,158	1,314,996
Total of funds	10,510,532	3,925,404	(4,981,601)	-	9,454,335

21. Statement of funds (continued)

The Acquisition fund represents grants and donations specifically for the purchase of the property.

The Historic England Urgent Works, Phase 1, Phase 2 and Slate grant funds all form part of the £7.6m awarded from DCMS to undertake urgent work to secure the building. These have now been consolidated into one fund, the Historic England fund.
The National Trust grant was awarded to assist the Trust in building capacity to develop the visitor offer.

The Masterplan Phase 1 was awarded towards the project which will see the Camellia House redeveloped, removal of swimming pool and creating a car park. The Masterplan Phase 3a is a development phase of the southern range of the Stables including the Riding School. These have now been consolidated into one fund, the Masterplan Phase 1/3a fund.

Restricted donations comprise a number of individual donations to be used for defined purposes.
The Bedlam Wing grant was awarded for the repairs to the Bedlam Wing of the house, the deficit is caused by expenditure incurred before the grant monies were received post year end.

The NLHF Emergency fund represents £240,900 that was granted as a means of support in response to the COVID-19 crisis, by providing funds to cover essential costs between June & September 2020, as well as costs to look towards further longer term recovery.

The Postcode Lottery fund was originally granted for the development of a community garden. Due to the COVID-19 pandemic the Postcode Lottery allowed the funds to be derestricted, as a consequence these funds were used alongside the COVID-19 Heritage Emergency Funds to support core costs between June & September 2020.

The HHA Consortium fund is Heritage Stimulus Fund, part of the Government's £1.57bn Culture Recovery Fund for Heritage. The Trust was able to install a temporary heating system & other repairs to underground drainage, a new water mains connection and the removal of asbestos from the mansion's cellar.

The Culture Recovery Grant fund was awarded to provide funds to help support essential costs between November 2020 & March 2021, as well as focus on diversifying the business to encompass the outdoor offer and launch a new digital programme.

The Arts Award fund was awarded to provide funds for an audio and projection installation as part of the wider visitor experience development.

The Cultural activities fund consists of a number of grant awards which have all been provided for the purpose of producing cultural activities and events that engage the wider community.

The donations for maintenance fund represent donations restricted to maintenance expenditure only.

The Community Renewal fund was awarded to create a digital creativity training programme. At 31 March 2022 the fund is in deficit due to the timing of grant receipts.

The Levelling Up fund was awarded by the UK Government via the local authority for delivery of a part of the Southern Range of the Stables which includes new production kitchens which will provide services across the site. At 31 March 2022 the fund is in deficit due to the timing of grant receipts.

The Lamp Standards fund was awarded to fully restore the six cast iron lamp standards that are located across the East Front.

21. Statement of funds (continued)

The Hamish Ogston Foundation has provided funding to support heritage skills training and works which require specialised heritage skills.

The HE Kickstart fund was awarded by Historic England to provided a six month funded garden apprenticeship position.

The Heritage Skills Apprentice fund was awarded to provided a three year funded heritage skills apprenticeship position.

The HLF resilience grant fund is restricted to the following: the employment of the CEO, finance and business manager, project manager and governance review. There was also provision in this grant for training/travel expenses. The resilience funding was also awarded for two fixed term appointments (Commercial Operations Manager/Communications Manager) to help the Trust move towards a financially sustainable model. In addition to commission a consultant to carry out a review of the Historic House Events Market and develop an events strategy.

The Cornicing grant was awarded for repair work to the East Front Cornicing.

Transfers from restricted funds to endowment funds represent heritage asset additions.

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021	Income	Expenditure	Transfers in/out	Balance at 31 March 2022
	£	£	£	£	£
General funds	**373,649**	**1,576,638**	**(1,401,489)**	**-**	**548,798**
Endowment funds	**7,765,690**	**-**	**-**	**1,736**	**7,767,426**
Restricted funds	**1,314,996**	**2,844,979**	**(3,303,172)**	**(1,736)**	**855,067**
	9,454,335	**4,421,617**	**(4,704,661)**	**-**	**9,171,291**

22. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	262,207	745,866	(613,266)	(21,158)	373,649
Endowment funds	7,765,690	-	-	-	7,765,690
Restricted funds	2,482,635	3,179,538	(4,368,335)	21,158	1,314,996
	10,510,532	3,925,404	(4,981,601)	-	9,454,335

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	**Restricted funds 2022 £**	**Endowment funds 2022 £**	**Total funds 2022 £**
Tangible fixed assets	107,606	98,626	-	**206,232**
Heritage assets	-	-	7,767,426	**7,767,426**
Current assets	1,386,979	756,441	-	**2,143,420**
Creditors due within one year	(912,454)	-	-	**(912,454)**
Creditors due in more than one year	(33,333)	-	-	**(33,333)**
Total	548,798	855,067	7,767,426	**9,171,291**

23. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £
Tangible fixed assets	78,560	130,116	-	208,676
Heritage assets	-	-	7,765,690	7,765,690
Current assets	1,180,960	1,184,880	-	2,365,840
Creditors due within one year	(842,538)	-	-	(842,538)
Creditors due in more than one year	(43,333)	-	-	(43,333)
Total	373,649	1,314,996	7,765,690	9,454,335

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

	Group 2022 £	Group 2021 £
Net expenditure for the year (as per Statement of Financial Activities)	**(283,044)**	(1,056,197)
Adjustments for:		
Depreciation charges	**79,197**	43,517
Bank interest	**(107)**	(3,315)
(Increase)/decrease in stocks	**(13,634)**	3,536
Decrease/(increase) in debtors	**144,220**	(70,917)
Increase in creditors	**66,583**	48,041
Net cash used in operating activities	**(6,785)**	(1,035,335)

25. Analysis of cash and cash equivalents

	Group 2022 £	Group 2021 £
Cash at bank	**1,924,211**	2,013,502
Cash in hand	**1,099**	3,642
Total cash and cash equivalents	**1,925,310**	2,017,144

26. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	**2,017,144**	**(91,834)**	**1,925,310**
Debt due within 1 year	**(6,667)**	**(3,333)**	**(10,000)**
Debt due after 1 year	**(43,333)**	**10,000**	**(33,333)**
	1,967,144	**(85,167)**	**1,881,977**

27. Pension commitments

Defined contribution pension plan

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £23,060 (2021: £17,478).

28. Related party transactions

The charitable company owns 100% of its subsidiary Wentworth Woodhouse Trading Limited. Net recharges for the year to the subsidiary totalled £220,468 (2021: £97,734). At the year end amounts totalling £148,474 (2021: £91,600) are included in debtors due within one year.

No remuneration has been paid to any trustee (2021: £nil). Expenses of £448 (2021: £nil) were reimbursed to trustees for legitimate business expenditure incurred in respect of the attendance at meetings during the period in connection with the running of the Trust's affairs. These expense claims were disclosed to and approved by the Board of Trustees at its regular meetings.

Indemnity insurance has been purchased from funds to:

- Protect the Trustees from loss arising from the neglect or defaults of its Members or employees; and
- Indemnify Trustees from the consequences of any neglect or default on their part.

The cost incurred during the year was £613 (2021: £613).

Donations from Trustees totalled £5,499 (2021: £63,814) and other related parties totalled £nil (2021: £50,000).

29. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Class of shares	Holding
Wentworth Woodhouse Trading Limited	10891000	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
Wentworth Woodhouse Trading Limited	**911,197**	**(891,989)**	**19,208**	**41,325**

WENTWORTH WOODHOUSE PRESERVATION TRUST

England & Wales - Charity number 1155374

Accounts

Registered number: 08809187
Charity number: 1155374

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

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WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)

LEGAL AND ADMINISTRATIVE DETAILS OF THE TRUST, ITS TRUSTEES AND ADVISERS

Trustees

The Duke of Devonshire KCVO CBE DL
Sir Philip Vyvian Naylor-Leyland Bt
Mr Timothy John Cooke OBE
Mr Martin Drury CBE
Dame Julie Ann Kenny DBE DL, Chair
Mr Simon Alexander Carr CBE
Mrs Rachel Josephine Cowper
Mr John Caldwell
Mr Andrew Shephard
Miss Toni Paxford
Mrs Bronwen Knight
Mr Matthew Hirst

Company registered number

08809187

Charity registered number

1155374

Registered office

Wentworth Woodhouse, Wentworth, Rotherham, South Yorkshire, S62 7TQ

Key management personnel

S McLeod, Chief Executive Officer
P Kaye, Chief Operating Officer
P Ramsden, Business and Finance Manager

Independent auditor

BHP LLP, 2 Rutland Park, Sheffield, S10 2PD

Bankers

Barclays Bank plc, Church Street, Peterborough, LE87 2BB

Solicitors

Irwin Mitchell LLP, Riverside East, 2 Millsands, Sheffield, S3 8DT

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and the audited financial statements of the charitable group for the year ended 31 March 2021. The annual report serves as the purpose of both a Trustees' Report and a Directors' report under company law. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Since the Charity qualifies as small under Section 383, the strategic report required of medium and large companies under the Companies Act 2006 (strategic report and directors report) Regulations 2013 is not required.

Trustees of the charity

The directors of the charitable company are its trustees for the purposes of charity law. The trustees who have served during the year were as follows:

Dame Julie Ann Kenny DBE DL
Chair of Trustees

The Duke of Devonshire KCVO CBE DL
Sir Philip Vyvian Naylor-Leyland Bt
Mr Timothy John Cooke OBE
Mr Martin Drury CBE
Mr John Merlin Waterson CBE – retired 13 October 2020
Mr James Berry – retired 13 October 2020
Mr Simon Alexander Carr CBE
Mrs Rachel Josephine Cowper
Mr Keith Knight – retired 13 October 2020
Mr John Caldwell
Mr Andrew Shepherd – appointed 13 October 2020

Miss Toni Paxford acted as an apprentice trustee until her appointment as a trustee on 20 April 2021. Mrs Bronwen Knight and Mr Matthew Hirst were also appointed trustees on 20 April 2021.

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT) FOR THE YEAR ENDED 31 MARCH 2021

a. Trust objectives

The objects of the charity are specifically restricted to the following:

"To acquire and preserve for the benefit of the nation the whole or any part or parts of the buildings, grounds and surrounding land known as Wentworth Woodhouse in the Metropolitan Borough of Rotherham and which are of special historical, architectural and constructional heritage and interest ("the building") together with such fixtures, fittings, furniture, pictures and other chattels ("the contents") are as contained within or form part of the building and which are in their own right or by association with the building objects of particular historical, architectural or artistic interest".

b. Trust priorities

The Strategic Objectives of Wentworth Woodhouse Preservation Trust are as follows:

1. **Regeneration** - always attaining to the very highest conservation standards to protect and restore the site, its buildings, structures and landscape. through balanced and appropriate re-use, finding creative solutions leading to an economically sustainable future
2. **Engagement** – to engage with, listen to and work with local communities and wider audiences. Engaging hearts and minds to celebrate the site as an asset to the region and the nation. Offering a positive long-term contribution to the economic and social life of local communities and acting as a driver for Rotherham and the wider tourist offer
3. **Opportunities –** Using Wentworth Woodhouse as a remarkable heritage asset to provide multiple year round opportunities for the advancement of skills, education and life-long learning by way of training, work experience, volunteering and employment, whilst enhancing knowledge through scholarship and academic research
4. **Reach New Audiences -** providing a world class, inspirational and enjoyable experience for all, with equality and diversity as key drivers of our audience development plan
5. **Entrepreneurial Spirit** – to operate a creative and solutions focussed business with commercial flair whilst always seeking to deliver our charitable objectives
6. **Professionalism -** to operate with openness and transparency, promoting best practice, behaving professionally and acting respectfully towards others at all times
7. **Caring for our Environment -** be committed to sustainable policies and practices. Environmental concerns are essential to our decision making. We understand the value of acting in an environmentally responsible way to minimise the impact on the environment from our operations
8. **Working Relationships -** to develop appropriate partnerships with others including the Fitzwilliam Wentworth Amenity Trust and other stakeholders who share our values and subscribe to our long term vision to ensure that Wentworth Woodhouse, comprising the house, gardens, park and monuments, is preserved as an entity, for the benefit of the local community and the Nation
9. **Diversity** – to develop an exemplary mixed-use site which will be a world-class model of accessibility and inclusion as demonstrated by interventions it makes in the landscape and buildings, the diversity of its activities and services and by the way its communications strategy is implemented
10. **Innovation** - to use technological and digital innovation to create imaginative visitor experiences of unfailingly high quality, effectively targeted marketing and an empowered and connected work force

c. Public benefit statement

The trustees confirm that they have given careful consideration to the Charity Commission's general guidance on public benefit.

The public benefits derived from the Trust's activities include:

The advancement of arts, heritage and culture specifically the Trust's commitment to the regeneration of the Wentworth Woodhouse site and to the reuse of buildings in ways which will provide them with a sustainable future, public access for their enjoyment, and the delivery of an extensive events programme promoting arts, culture and heritage.

The advancement of education and specifically the provision of guided tours of the site for visitors of all ages, the provision through the retail outlet of specialised texts relating to the heritage of the site and of the wider South Yorkshire region, the development of archive material to assist educational research, the provision of programmes of lectures, visits and events on and to sites of historical interest.

The advancement of training specifically the Trust's commitment to the provision of volunteering opportunities, a wide-ranging training programme, training for staff and volunteers, work placements and work experience opportunities, working extensively with students, providing real work experience in traditional heritage skills, catering, graphic design and academic research. Training and upskilling are key values of the Trust as we endeavour to provide new opportunities for the communities we serve.

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

2020 was set to be a turning point in the regeneration of Wentworth Woodhouse. Visitor numbers were rising, and an annual programme of events was well-established. The colossal programme of crucial repairs to two acres of the mansion's roof was soon to come to an end, protecting some of the most vulnerable areas of the building. But just three years into our mission to prevent the site from financial and physical collapse an unexpected and very serious challenge tested us to our core. As the financial year 19-20 came to a close we had become aware of a virus called COVID-19 that had started to spread across the globe. By April 2020, the start of this reporting period, the immediate effects of that pandemic had started to hit in the UK, and Wentworth Woodhouse was closed to the staff and public for the first time since the Trust took ownership of the site. Little did we know of the extraordinary events that were about to unfold and to change the way we live, possibly forever.

The Chair and CEO of WWPT had met with staff in March 2020 when it first became apparent that the site would temporarily close. Tours and events were cancelled. The mansion's doors were bolted. Construction work came to an abrupt halt. By 20th of that month, all staff and volunteers took to the safety of their homes as we awaited Government announcements. Almost all of the Trust's staff went immediately into furlough, income dropped overnight, and the business plan became redundant. For the Trust there were three key priorities: keeping the staff safe and informed, retaining jobs and maintaining the capital works programme.

Regeneration – capital works

As the first lockdown hit in March 2020, the Phase 2 capital works had to close. This was a devastating blow to the project, the financial implications of which could easily have tipped the Trust over the edge. Scaffold hire costs alone at £30,000 per month meant that any delay to the programme would result in an extensive hike in the costs and we would have run out of money before we completed the project.

Our main contractors the Woodhead Group set about finding solutions; Stonemasons took their work home with them, setting up their own temporary workstations in their gardens so that they could continue with their skilled carving. Site Manager Andy Stamford worked closely with the health and safety advisors to create safe systems of working across the scaffolded site, and on 5th May the workforce of roofers and stone masons returned. Incredibly, there was little impact to the overall programme and when the project came to an end recently it still managed to come in just under budget.

Much of the damage done in the past was due to water ingress as a result of poor maintenance, mainly caused by a lack of safe access to the roofs. Today the roof works to the main block of the East Front are all complete, and new interventions have been made to make the on-going maintenance of the roofs, hoppers and gutters much more accessible in future including wider lead reservoirs to collect and hold the increased rainfall.

In October 2020, we were informed that a bid we had submitted as part of a consortium bid from the Historic Houses Association had been successful and that a grant from Historic England of £331,200 had been awarded from the Heritage Stimulus Fund, part of the Government's £1.57bn Culture Recovery Fund for Heritage. The Trust was able to install a temporary heating system and forge ahead with enabling works which will allow us to introduce a ground-source heat pump system in the future. The heating system, fired by gas, meant that at last the mansion could be warm again after many cold and damp months. Installing it was no easy task but was actually made easier by the fact the site was closed and the contractors were not having to work around visitors. This principle applied to the other repairs made as part of

this project including urgent repairs to underground drainage, a new water mains connection and the removal of asbestos from the mansion's cellar.

In November, a further £811,000 was awarded by Historic England as part of the Government's Culture Recovery Funding set aside to restart heritage construction and maintenance projects hit by the pandemic and save jobs in the sector. It is paying for further vital roof repairs at each end of the East Front - on the North Pavilion, North and South Quadrants, the Meter House and a further section of the Long Gallery. This will protect rooms below, contribute to the building's sustainability and support jobs in construction and traditional crafts. The work to the North Pavilion, involves restoring the roof, stonework repairs, meticulous conservation to the two clock faces, cornices, weathervane and repairs to the guttering. We are very grateful for these grants and to those who helped us to raise the match funding of £129,595 required.

Barnsley-based clock restoration specialist Andrew Bates, of Bygone Times, who is freely giving us his expertise and is painstakingly restoring the clock mechanisms and hands to their former glory. Scaffolding, a now familiar site at Wentworth Woodhouse, encases the North Pavilion and is, in itself, another feat of engineering. It is designed to work around the existing buildings without impacting on historic fabric. Approximately 150 tonnes of scaffolding towers 22m into the sky to facilitate the repairs, laid end to end it would stretch 12km. In addition to working with the physical restrictions of adjacent structures, no holes can be made in the walls of the listed building to fix the scaffolding in place. Instead, friction ties are used, whereby the scaffold rests against the building on friction pads. The project shows the continued investment in protecting Wentworth Woodhouse for generations to come.

The team celebrated a key milestone on 17th February 2021 as the 400kg weathervane was carefully removed by crane for conservation. The North Pavilion repairs are expected to take in the region of six months to complete.

The 20-year Masterplan to rescue Wentworth Woodhouse is broken down into manageable phases, based on urgency of repair, ability of the new use to generate income to be self-sustaining, and the ability to attract funding. In January 2021 the Architect and QS were appointed to commence the design of the next major phase of regeneration work, for, the Camellia House, a new car park and the South Stables development.

Engagement

The Flock

Community is at the heart of the Trust's regeneration plans and it is really important that local people have the opportunity to contribute to its future.

One of the greatest achievements of the year involved thousands of local people in the creation of The Flock, an art installation to mark the effects of COVID-19 - positive and negative - on the community. The installation saw 10,000 small wooden birds, hand-painted by the public and symbols of freedom through unity, displayed on the mansion's front lawn.

The Flock's creators, Julie Edwards and Ron Thompson of Planet Art, hoped that their creation would inspire people to engage with the arts, culture and heritage on their doorstep during the pandemic. Their moving and thought-provoking display, a golden land-art tree which acted as a roost to the birds, attracted people from across the region, thousands of whom decorated a bird with words, collages and images expressing the effect of the COVID-19 pandemic had on them and their memories or thoughts on Wentworth Woodhouse.

It was free to take part, but people who could afford to make much needed donations to help carry the Trust through the pandemic. The birds were distributed by staff and volunteers at sites in the local community and in the gardens of Wentworth Woodhouse, where we staged regular craft workshops over the summer. (Government guidelines on social distancing rules and safety were carefully followed throughout).

The project was so successful that a similar scheme is currently being rolled out this year where supporters are being asked to get crafty and pen their best ideas on a hand-made camellia flower or carriage horse. Garden workshops, making paper blooms and horses are some of the imaginative ways for the public to express their hopes for the site. Ideas from the public will shape a programme of heritage and 'wellbeing' activities for local people and create opportunities to develop skills and enjoy new experiences. These will run alongside future regeneration projects at the Camellia House, Stables and Riding School. Thanks to a grant from the National Lottery Heritage Fund (NHLF), Activity Planning Consultant Dr Suzanne Carter has been commissioned to carry out engagement and consultation work and develop ideas for a four-year programme of activities. A plan for events, community projects and engagement will be submitted as part of an application to the NHLF's second-round of grants later this year.

Supporters were also urged to get creative during Lockdown by creating their own masterpieces as the Trust launched a Lockdown Art Contest the winner of which saw their design loud and proud on the front of Wentworth Woodhouse Preservation Trust's first ever fundraising T-shirt. Entries came from near and as far away as Australia - paintings, sketches, models and even a pavement chalk picture depicting the life and times of the Big House were created by supporters aged from two to 75. The top entry - which is now emblazoned proudly across the front of the Preservation Trust's first-ever fundraising T-shirt - had been gathering dust in an attic for 13 years! Rawmarsh mum Zoe Rowbottom created the stylish graphic as a 20-year-old design student at Sheffield's Norton College. Now a business analyst at Irwin Mitchell in Sheffield she remembered her design when she heard about the contest and it proved to be a winner!

Tankersley textile design student Ellie Fisher's entry was equally impressive - the Trust plan to use it on a new product range for the gift shop. It is a first commission for Ellie, who has just completed her studies at Leeds University. Her intricate repeat-print features scenes from the house and grounds. Bury artist Glenn Jones, 48, won first prize in the over 18s group with his digitally created image of the Marble Saloon floor. Ellen Stockdale, aged 16, from The Brecks, Rotherham, took first prize in the 13-18 group with a detailed watercolour of the house's Palladian East Front and seven-year-old Lucy Redfern, of Wiltshire, was another winner. Lucy, whose grandparents live in Brampton Bierlow, created a huge model of the house from cardboard. Reggie Small, aged four, from Mexborough, spent four days perfecting his winning painting of the house.

Opportunities

Fundraising

Fundraising is key to everything we do and over the course of the year a number of activities took place and funding bids were submitted in order to progress the development of the site.

During the period from April 2020 to March 2021 the Trust attracted £304,945 through fundraising activities of which £254,948 was restricted.

The Trust is not currently part of a voluntary scheme for regulating but as we expand our fundraising activities, we will look to join a scheme. We have not received any complaints with regards to our fundraising.

Funding applications made since April 2020

Grant support awarded over the year

IT Equipment	Cutlers Charitable Trust	£1,000.00
COVID-19	RMBC	£10,000.00
COVID-19	Local Restrictions Lockdown Grant (RMBC)	£11,299.29
COVID-19	Job Retention Scheme (Furlough) HMRC	£251,962.16
COVID-19 Emergency Fund	National Lottery Heritage Fund	£240,900.00
Culture Recovery 2020	National Lottery Heritage Fund	£468,282.00
Culture Recovery 2021	National Lottery Heritage Fund	£413,000.00
Respond & Reimagine	Art Fund	£40,000.00
	National Trust (2)	£415,000.00
	Historic England - additional works	£811,000.00
	HHA Consortium Bid	£331,200.00
	Swire Foundation (HEPh2e)	£22,003.00
	Arts Council England	£98,250.00
COVID-19	Restart Grant (RMBC)	£8,000.00

The swift arrival of £240,900 from an emergency funding pot in 9 July 2020, granted by the National Lottery Heritage Fund, gave the Trust three months of vital breathing space. It kept the wolf from the door, paying running costs from June to September 2020. It also allowed a very limited number of staff to return to work, monitoring the capital works as they restarted and creating an emergency fundraising plan. This included the development of an on-line shop in addition to a stand in the garden from which volunteers could attract donations for a selection of items. These comprised of wonderful prints and canvases of Wentworth Woodhouse by Sheffield based artist Joe Scarborough, the original of which was commissioned by Chair Dame Julie Kenny and is to place on long-term loan within the house, the prints kindly donated by her, original boxed Westmorland slates removed from the East Front roof during the repair programme, t-shirts emblazed with Zoe Rowbottom's design, new guidebooks, and photographs taken by our very own resident photographer David Sowter. Over the course of the year staff and volunteers managed to raise a whopping £62,417 from fundraising activities, helping to ensure that the Trust could continue its work providing opportunities for the people of South Yorkshire. The Flock is once again playing an important role in fundraising for the Preservation Trust's work. Just 500 birds have been hand-selected and given a new lease of life as utterly unique, hand-crafted artworks. The now transformed framed, wall-mountable images or individual, freestanding displays are now being sold to raise further funds.

Reach New Audiences

The Gardens

The team swiftly realised a COVID-safe means of generating income was literally sitting on the doorstep. The mansion's 55-acre garden was to become our salvation over the course of 2020.
By the summer, the woodland copses, wildflower meadows and rambling lawns - once beautified by famed Georgian landscape gardener Sir Humphrey Repton - had been thrown open to paying visitors for the first time. This attracted a whole new family audience to the site and over the course of the year 35,832 people visited. That is more than all of our house tour visitors in the previous three years put together.

The mansion was open for just a few weeks over the summer holidays, but the gardens opened for much of the year and will continue to open to the public post pandemic. The gardens brought income, but also gave people a beautiful, relaxing place to exercise and unwind during such a difficult time. We were able to provide outdoor catering with food trailers stocked up with food and drink, outdoor toilets and hand-washing stations and lawn games. The WWPT team follows a thorough COVID-19 safety protocol, disinfecting equipment and facilities throughout the day and visitors are asked to pay attention to safety signage and one-way systems during their stay.

Entrepreneurial Spirit

As the pandemic continued to affect the way we all live, a further funding round was announced by the Government, the Culture Recovery Fund. A grant, distributed by the National Lottery Heritage Fund of £468,282 was awarded in October 2020 to help the Trust survive and thrive in the run up to winter from November 2020 to March 2021. This, along with a Government Bounce Back Loan, allowed us to rethink our strategy and focus on diversifying the business to really encompass the outdoor offer and to launch a new digital department.

Two new food trailers were purchased, the first to provide drinks and snacks for visitors to the garden and the second to provide a take-out service on the East Front. A further round of funding the Culture Recovery Fund 21, provided a further grant through the National Lottery Heritage Fund, allowing us to build on this, purchasing a mobile classroom for the gardens from which craft activities could take place and two garden shepherd's huts, now available for day hire. We realised that people needed to feel safe and protected and staff and volunteers soon adapted by using new PPE, creating new methods of working and safe visitor routes. Although the house remained closed for much of the year, we were able to continue to safely welcome visitors and generate income from new activities based outdoors.

Professionalism

Though we were closed for many months of the year and could only deliver a very restricted indoor offer when guidelines were relaxed over the summer, we became very determined to take our new diversified business plan and build on it, bringing in some new roles and expertise to support this.

Three new posts were created, utilising the Culture Recovery Funding including a COO, Head of Hospitality and a Digital Programme Manager. Chief Operating Officer Paula Kaye, is an accomplished hospitality and retail director who made her mark with world-class food brands Betty's Tea Rooms and Taylor's of Harrogate at both strategic and operational levels.

Head of Hospitality, Darren Procter, joined Wentworth from Sheffield Hallam University, where as Executive Chef he developed the campus food offer and oversaw all catering operations. Darren previously ran his own restaurant in Cornwall and brings a passion for sustainability and supporting local producers to the menus at Wentworth.

Lydia Tickner, also joined the team as the new Events Manager and brings experience gained at London's Queen Elizabeth Olympic Park and English Heritage sites Dover Castle and Osborne House to the WWPT events programme.

In addition to the new permanent staff positions, a number of new consultants positions were commissioned during the year. Dr Suzanne Carter joined as the Activity Planner, Sheila McGregor as Evaluator, Access4All to provide accessibility advice, Sally Prothero and Johnnie Phibbs as Garden and Landscape Masterplanners and Winster Marsh as Branding Consultants. All of these commissions are being funded through the development phase of the Camellia House project.

Apprenticeships

The Trust employs two apprentices within the administration function and our main contractor and sub-contractors have also hosted two apprentices throughout the contract works programme. Wentworth Woodhouse Preservation Trust remains fully committed to training and professional development of staff and volunteers.

Volunteering

Due to the national lockdown, no volunteering could be delivered until July 2020, and then another lockdown and further restrictions followed in November 2020 until March 2021. Which meant that volunteering at Wentworth was seriously limited over the course of the year. The volunteer team came together exceptionally well to support each other and the business throughout an extremely very difficult time and we are extremely grateful for their loyalty.

Despite the restrictions Between July 2020 and March 2021, volunteers contributed 11,094 hours to the business.

On 4th July 2020 the gardens were opened to the public for the first time on a free-flow advance booking basis and a team of volunteers was needed to support this new venture. The volunteer coordinator returned to work from furlough to facilitate the opening of the gardens with the Open Gardens Support Team (OGST). Open Gardens Support Team - contributed over 2,500 hours to the running of the open gardens.

In October the house finally reopened but on an advance booking free-flow basis. This new way of seeing the house interiors (previously we had only offered tours) required volunteer room stewards – training was held, and the Open House Support Team contributed 732.5 hours to opening the house during October and early November. Despite the restrictions 354 hours of training were completed over the year including access for all, customer service, OGST and room steward training.

As the usual quarterly update and social meetings were unable to be held this year, communications with our volunteers became a real challenge but before being furloughed, the volunteer coordinator contacted all the volunteers and sought permission to contact them via a private email address in a 'friend' capacity rather than in a 'work' capacity. Around 130 responded and were sent a weekly light-hearted 'Monday Morning Missive' to keep spirits up and communication channels open. The missives ran to 31 editions, 37,500 words, innumerable photos and 107 sides of A4. Our thanks go to Alison Constantine, our very devoted Volunteer Co-ordinator for her dedication to friendships and for keeping everybody engaged and positive during this time.

Fundraising was more important than ever, and our fantastic volunteers contributed 766 hours of their time to helping the Trust raise much needed income by selling our bespoke items such as roof slates and canvas prints, as well as giving time to the 'Flock'. Likewise, the retail volunteers continued to come into work when it was safe to do so and contributed 165 hours to making a success of the shop.

The Garden became one of the few areas where volunteers were able to return reasonably early on in the pandemic. The gardening teams contributed a total of 2440 hours, including 457 hours in March to install the new paths which look splendid.

Maintenance volunteers contributed 1461.5 hours and this year their focus extended to making bespoke items for the gardens such as bin housings, as well as maintenance within the house.

As part of our plans to diversify our business model a new digital programme was established at the end of 2020 and two new Digital Production teams of volunteers created and trained to use specialist equipment, lighting, filming and editing suites so that WWPT could start to document the progress of the restoration and the work of the Trust by way of film documentaries. As most of the training took place at home it has not been possible to track the number of hours volunteers dedicated to the task but our thanks go to them all and particularly Steve Ash, who led the programme and himself gave over 700 hours of his time to ensuring its success.

Many other hours were given across tours, events, housekeeping, research, car parking, and buggy driving. We aim to recruit further members from all across society to help us continue with our extraordinary journey to the future of a self-sustaining Wentworth Woodhouse. The work of the Trust simply would not be possible without our army of volunteers and our thanks goes to each and every one of them.

Caring for the Environment

Redeveloping the Grade II* listed Camellia House into a daytime cafe and evening events venue is Wentworth Woodhouse Preservation Trust's first major project to bring a derelict building back into full use. The Trust began the development phase of the project this year thanks to grant funding awarded from a number of grant givers including the National Lottery Heritage Fund, Architectural Heritage Fund, the Pilgrim Trust, the Fitzwilliam Wentworth Amenities Trust, Ian Addison Charitable Trust, Historic England and the Garfield Weston Foundation. The project includes plans to take the building back to its original use - in 1738 it was an orangery with a tearoom created for Lady Rockingham, wife of the 1st Marquess, to entertain her guests. It became home to camellias when the 2nd Marquess became one of the earliest English collectors of the rare blooms being brought from China and Japan in Georgian times.

Though now a shell, the building still houses some of the oldest and rarest camellias in the Western World. They will have pride of place in the new cafe and will be carefully protected during building work, which it is hoped will begin next year

subject to funding being secured. The project is moving at pace with lead architects Donald Insall Associates appointed in December 2020 having developed the designs and submitted plans for the statutory permissions required.

Donald Insall Associates, known for conservation work at some of Britain's most significant stately homes, have also been working up the plans for three other 18th and 19th century buildings on site: The Riding School is earmarked as a multi-media and events space, the Southern Range of the Stables for events and cafe spaces and the Ostler's House as overnight guest accommodation. The award-winning practice recently worked on the two phases of restoration work and emergency repairs at the mansion alongside quantity surveyors Rex Procter and Partners, of Leeds, and Project Organiser David Trevis-Smith, of Warwickshire-based DTS Solutions. Both firms have also successfully tendered for the Camellia House project.

As revealed in the Trust's 20-year Masterplan, the Riding School is earmarked as a major conference and events space, the South Range of the Stables for retail, events and cafe spaces and the Ostler's House as overnight guest accommodation.

The Camellia House will have its own kitchens and will operate as a daytime cafe and a dining and events venue in the evenings.

In addition to the development phase of works at the Camellia House and Stables, footpaths created 200 years ago were restored in the gardens over the course of the year. Visitors can now follow the paths to the garden's beauty spots, just as guests of the Marquess of Rockingham would once have done. The formal walking routes were likely created around the time of the garden's remodelling works by Humphrey Repton, in the early 1790s. But years of neglect had left many barely visible and snow during the winter of 2020 had worsened their condition. They needed to be made safer for local people to come and enjoy fresh air and exercise during the pandemic.

The Trust's gardeners and their volunteer teams, the Welly Wangers and the Bramble Bashers, put in weeks of toil and got the paths back on track.

They lead from The Stables to the West Drive, down past the Ha-Ha to the Mulberry Garden and ornamental stone Punch Bowl. A further stretch, known as the old carriage drive, had completely grassed-over but is now back to its original condition too.

The routes were researched from historic photos coupled with Head Gardener Scott Jamieson's knowledge, then carefully excavation began.

The local HQ of TC Harrison JCB, one of the largest JCB specialists in the UK, kindly loaned an eco-friendly E-Tech 1.5 tonne digger which delicately peeled back years of leaf mulch and mud. Path edges were manually cut by the garden volunteers, then 58 tonnes of Scottish red granite gravel were laid and levelled. Original paths would have featured -red-shale' burnt colliery spoil, a mining by-product available in abundance from an estate built on coal. But the material is no longer recommended as it is high in sulphate.

Diversity

The development of our 4 year Activity Plan got underway this year and is themed around Diversity and Inclusivity. Dr Suzanne Carter, who is leading the project, has been working hard to engage the diverse mix of community groups from the Rotherham area.

The chapel became the backdrop for exhibitions in 2020 when the Preservation Trust linked with Rotherham Open Arts Renaissance project (ROAR).

ROAR is an Arts Council funded National Portfolio Organisation which helps emerging local talent to find an audience and the chapel exhibitions are funded by WE Great Place project.

The chapel at Wentworth Woodhouse welcomed a thought-provoking exhibition by a Pakistani women's art collective - which ended abruptly during the pandemic last year but has returned to the site more recently. Called The Suitcase, it marks the monumental life change of the first generation of Pakistani women who came to Rotherham in the 1960s, telling their stories through the memories they carried with them in hearts and luggage.

The exhibition ran briefly before the UK went into its second national lockdown on November 4, forcing the mansion to close. It captures the sight, smell, and feel of the Pakistani home through stories, poetry, visual images and video. Everyday objects the women brought with them will be on display; prayer mats, clay pots, bracelets and henna and photos of the family left behind, plus the letters that arrived from home as they navigated a new life. Thrilled to show their art work, Zanib Rasool MBE, a Rotherham writer and poet, who makes up the Zanib Collective works with Shaheen Shah, a visual artist, and oral historian Mariam Shah. Poems by famous Pakistani poets Faiz Ahmed Faiz and Mohammed Iqbal also feature.

The Suitcase has provided an opportunity to have conversations with Rotherham's ethnically diverse communities about Wentworth Woodhouse. The Trust is committed to making the site a heritage attraction of which all Rotherham's communities feel a sense of pride and connection. With support from Rotherham Ethnic Alliance, we organised group visits and transport for some of Rotherham's BAME communities to see The Suitcase, visit the gardens and state rooms and share their thoughts about how we can encourage a wider range of people to visit in the future.

Innovation

We embraced the world of Digital!

Using the first emergency grant we received from the National Lottery Heritage Fund, a digital audit of the site was carried out in October 2020, to help us understand what might be possible and what more might be more challenging when looking to embrace digital technology, not a straightforward exercise when dealing with an historic building. The findings of the report encouraged us to take a leap and to apply for funding from the Culture Recovery Fund, to support the purchase of mobile film studio equipment. The funding also provided training for 2 groups of volunteers to train as film production teams learning how to deliver sound, lighting, camera and scriptwriting. The teams have now made an astonishing number of behind the scenes films, over 50 to date, which can now be seen on the internal screens in reception and in the café, as well as on our new YouTube channel which will be formally launched later this year. It is hoped that the channel will bring in much needed advertising revenue. The production teams will be filming events later this year including lectures which will allow us to grow our pay as you go on-line offer. Our thanks goes to the team at Captive North who managed to redesign the training package they delivered for our volunteers so that it could taught on line rather than in person. No easy feat!

The funding from the Culture Recovery 21 grant further added to our digital expansion and allowed us to commission a new website which will go live later this year, digital games, virtual tours and a digital asset management system.

It also provided funding to launch our first Wentworth Woodhouse Scriptwriting Award, a global competition to promote new talent and film making. The winner will see their script turned into a short film in locations at the mansion, its grounds and historic buildings. The short film will be produced by South Yorkshire film-maker and director James Lockey and will debut as part of a major event at the mansion in March 2022.

Partnerships

We simply would not have survived the year without the support of our partners. Our thanks goes to all who supported us, including funders, donors, contractors, visitors, neighbours, friends, staff and volunteers. Our special thanks must go to the National Trust for on-going support of our operations, Historic England for Heritage Stimulus grant funding and expert advice, and the National Lottery Heritage Fund for their support by way of the Culture Recovery Funding without which we simply would not have survived. We would also like to recognise the fantastic work carried out by Woodhead Group, particularly Andy Stamford, Captive North for the digital training, and Craig Dixon And apprentices for exquisite plaster repairs in the Earl's bedroom.

Financial matters

a. Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The trustees have considered the ongoing recovery from COVID-19 on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of the any continued disruption, the trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The trustees do however recognise that uncertainty continues to exists around the duration and impact of COVID-19 and hence there is risk regarding the success and sustainability of these plans. However, the trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

b. Financial review

The charity continues to satisfy its objectives and is presently financially secure.

Total income amounted to £3,925,404 (2020: £4,479,366). Total expenditure was £4,981,601 (2020: £4,417,337) resulting in net expenditure of £1,056,197 (2020: net income of £62,029). It should be noted that of the net expenditure includes expenditure on the capital works programme.

As at 31 March 2021 funds totalled £9,454,335 (2020: £10,510,532) of which £373,649 (2020: £262,207) were unrestricted funds, £1,314,996 (2020: £2,482,635) were restricted funds and £7,765,690 (2020: £7,765,690) were endowment funds.

The financial statements give details of the charity's funds and how these have been applied during the year.

c. Principal risks and uncertainties

- The trustees have a risk management strategy which comprises:
- A monthly review of the principal risks and uncertainties that the Trust and the subsidiary Wentworth Woodhouse Trading Ltd face. These risks are presented in the form of 2 risk registers; Corporate Risk and Capital Works Risks.
- The establishment of policies, and systems to mitigate those risks identified.
- The implementation of procedures designed to minimise any potential impact on the Trust should these risks materialise.

Key financial risks are detailed below. Attention is also focussed on non-financial risks arising from fire, health and safety, legal claims, and damage to the reputation of the Trust. These are managed by ensuring we are fully compliant with legislation, we have robust policies and procedures in place and that regular awareness training is provided for staff and volunteers working in these operational areas.

Risk 1

Insufficient income is obtained to support ongoing revenue required to maintain and manage Wentworth Woodhouse. Charity support and commercial income is not received or sufficiently generated to meet expectations.

Remedial action

Risks to revenue have arisen because of the impact of COVID-19, however, the mix of commitments from charitable sources and commercial income from several on-going and proven streams, for which conservative assumptions have been made, provide a robust basis and substantially mitigate the risk.

We continue to seek charitable donations, engage the public, charities and seek to develop an active local fundraising committee.

Each departmental head is now working to a business plan and budget so as to maximise opportunities for income generation. Revenue has been secured from the National Trust to support core costs. New Government funding streams including the Heritage Stimulus Fund and Culture Recovery 3 have recently been announced. Financial reporting improvements have been made and monitoring of the financials are now being carried out by the Finance, Staffing and Audit Committee.

Risk 2

Fundraising to support revenue costs as detailed in the fundraising strategy fails to achieve targets required. Fundraising committee fails, costs cannot be met, Wentworth Woodhouse fails and closes.

Remedial Action

An experienced fundraising CEO and an influential Board of Trustees are in place. The Trust has good existing relationships with funders. A high number of volunteers are included in fundraising activities. Advantage has been taken of the Government Furlough Scheme which significantly mitigated staffing costs over the year covered in this report and continues to support some of the staff costs in 2021.

A Fundraising Committee meets regularly. The Trust ensures donations can be easily received by way of onsite donation boxes which are now in place and social media Just Giving. The fundraising committee has a number of campaigns planned.

Risk 3

Inadequate reserves and cash flow problems. Falling income, poor financial management and accounting, lack of adequate information and profligate spending. Wentworth Woodhouse cannot meet its commitments and ceases to be a going concern.

Remedial Action

The Trust has implemented a reserves policy and monthly management accounts produced. The Trust has a strong mix of trustees with commercial, heritage and banking background. The financial Trustee plans to carry out a complete financial policies and procedures review. A new full time staff member has recently been appointed to provide further resource to the Finance Department.

Risk 4

Loss of capital due to theft or fraud. Inadequate financial controls. Reputational risk, potential for further sanctions, less resources to deliver charitable objectives.

Remedial Action

The Trust has implemented stringent financial controls and procedures. Thresholds have been introduced for all payments, and all payments require two signatures. An Anti-money laundering policy has been introduced and client identification required for all transactions over £10k in value. Bank mandate and financial controls are reviewed annually.

Risk 5

The impact of COVID-19 limits visitor numbers. Lack of destination support, parking facilities etc. Poor visitor numbers equate to lower visitor spend and therefore income to sustain the House as a visitor attraction.

Remedial Action

Funding obtained from the NLHF, The Art Fund and Arts Council England has allowed the Trust to introduce new tour offerings, a digital offer and a number of new resources to encourage spend in the gardens.

d. Reserves policy

The trustees have considered the reserves held by the Trust as at 31 March 2021. The Trust needs reserves to enable it to develop its long term aims as well as ensuring the continuation of current activities. As at 31 March 2021 the Trust held reserves totalling £9,454,335, of which £7,765,690 were held in endowment funds, £1,314,996 were held in restricted funds and £373,649 were held in unrestricted funds. Free reserves as at 31 March 2021 totalled £295,089 (2020: £176,418). It is the trustees' ambition to hold free reserves in cash or in grant offers awarded but not yet received which will be sufficient to cover six months of its unrestricted operating costs, which currently equate to £306,633. The trustees' are working towards achieving the free reserves target in the coming year.

e. Plans for future periods

Moving forward now that the Phase Two works have reached practical completion the Trust has clear objectives with regards to the physical development of the site: we must complete the HE funded Phase 2E works to the North Pavilion, Long Gallery Roof, and North and South Quadrants which are on schedule and which should finish before the end of the summer. This will ensure that more (although by no means all) of the most urgent roof repair and replacement works will have been delivered and some of the issues with water ingress, dry rot and the rapid deterioration of roofs will be halted.

Secondly the Trust must start to deliver the plans set out in "A New Life - The Masterplan 2018" and as such the development phase of MP1 (The Camellia House) and MP3a (the southern range of the Stables including the Riding School) must be completed and a round 2 bid submitted for consideration by the National Lottery Heritage Fund in November 2021. It is now envisaged that the delivery phase of the Camellia House will begin in mid 2022 and the Stables in 2024.

Expression of Interest brochures will be prepared for new projects covering The State Rooms, the Community Workshop at the Stables and the Bastion Wall. A viability appraisal is planned for Bedlam.

The trading company will focus on building the visitor offer particularly with reference to hospitality, retail and the garden activity trailer purchased with Culture Recovery Funding. The new Garden Cabins available for day hire are expected to bring in new income to the business.

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT)
FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

The Wentworth Woodhouse Preservation Trust is a Building Preservation Trust and a company limited by guarantee. Wentworth Woodhouse Trading Limited is a wholly owned subsidiary of the Trust. At present the Trust is managed by its Trustee body, the Board of Trustees. This body usually meets bi-monthly and currently has 12 members.

The responsibility for recommending the appointment of trustees to the Board rests with the Board of Trustees. Trustees are appointed on the basis of an analysis of the current skills on the Board and the need to strengthen its ability to direct the affairs of the Trust, and the individual ability of any nominee to meet the perceived gap in skills and other qualities that they may bring to the Trust.

All trustees receive a copy of the Constitution, the latest guidance from the Charity Commission on the role of an effective trustee and an organigram detailing the executive structure of both the Trust and the trading company. They all attend tours of the house and gardens and meet with the CEO in advance of their formal appointment.

Within the Board of Trustees there are two sub-committees: the Finance, Staffing and Audit Committee and the Capital Works Project Steering Group (which has Trustee representation within its membership).

Key management personnel remuneration policy

The trustees delegate the day to day management of the charity to the key management personnel. Remuneration for key management personnel is determined by the Board of Trustees. Levels are established from a review of the objectives of the charity, the tasks to be achieved, the responsibility of the role and breath of skills required. In addition, levels are benchmarked within the locality and within the heritage sector.

Third party indemnity provisions

Insurance for trustees against liabilities in relation to the company, as permitted by the Companies Act 2006, is maintained under a policy held by Wentworth Woodhouse Preservation Trust.

TRUSTEES' REPORT (INCLUDING DIRECTORS REPORT) FOR THE YEAR ENDED 31 MARCH 2021

Trustees' responsibilities statement

The trustees (who are also directors of Wentworth Woodhouse Preservation Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they 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 apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditor

In so far as the trustees are aware;

- there is no relevant audit information of which the charitable group's auditor is unaware; and
- the trustees have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the charitable group's auditor is aware of that information.

This report was approved by the trustees, on 28th September 2021 and signed on their behalf by:

Julie A. Kenny

Dame Julie Ann Kenny DBE DL
Chair

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WENTWORTH WOODHOUSE PRESERVATION TRUST

Opinion

We have audited the financial statements of Wentworth Woodhouse Preservation Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Other information

The other information comprises the information included in the trustees' report , other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the direcotrs' report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report with those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experiences of the charity's sector;
- we focussed on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including Charities Act 2011, Companies Act 2006, taxation legislation and data protection, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence throughout;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by;

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risks of fraud through management bias and override controls, we:
- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WENTWORTH WOODHOUSE PRESERVATION TRUST (CONTINUED)

- discussions with senior management regarding relevant regulations and reviewing the charitable company's legal and professional fees.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the director's and other management and the inspection of regulatory and legal correspondence.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body,and in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Jane Marshall (Oct 12, 2021 16:26 GMT+1)

Jane Marshall (senior statutory auditor)
for and on behalf of
BHP LLP
Chartered Accountants
Statutory Auditor
2 Rutland Park

Sheffield
S10 2PD

Date: Oct 12, 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income and endowments from:						
Donations and legacies	4	**73,982**	**3,179,538**	**-**	**3,253,520**	3,610,899
Charitable activities	5	**173,785**	**-**	**-**	**173,785**	262,044
Other trading activities	6	**242,821**	**-**	**-**	**242,821**	596,803
Investments	7	**3,315**	**-**	**-**	**3,315**	9,620
Other income	8	**251,963**	**-**	**-**	**251,963**	-
Total income and endowments		**745,866**	**3,179,538**	**-**	**3,925,404**	4,479,366
Expenditure on:						
Raising funds	9	**154,890**	**31,631**	**-**	**186,521**	438,720
Charitable activities	10	**458,376**	**4,336,704**	**-**	**4,795,080**	3,978,617
Total expenditure		**613,266**	**4,368,335**	**-**	**4,981,601**	4,417,337
Net (expenditure)/ income		**132,600**	**(1,188,797)**	**-**	**(1,056,197)**	62,029
Transfers between funds	21	**(21,158)**	**21,158**	**-**	**-**	-
Net movement in funds		**111,442**	**(1,167,639)**	**-**	**(1,056,197)**	62,029
Reconciliation of funds:						
Total funds brought forward		**262,207**	**2,482,635**	**7,765,690**	**10,510,532**	10,448,503
Net movement in funds		**111,442**	**(1,167,639)**	**-**	**(1,056,197)**	62,029
Total funds carried forward		**373,649**	**1,314,996**	**7,765,690**	**9,454,335**	10,510,532

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

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	15		**208,676**		85,789
Heritage assets	16		**7,765,690**		7,765,690
			7,974,366		7,851,479
Current assets					
Stocks	17	**38,288**		41,824	
Debtors	18	**310,408**		239,491	
Cash at bank and in hand		**2,017,144**		3,215,568	
		2,365,840		3,496,883	
Creditors: amounts falling due within one year	19	**(842,538)**		(837,830)	
Net current assets			**1,523,302**		2,659,053
Creditors: amounts falling due after more than one year	20		**(43,333)**		-
Net assets excluding pension asset			**9,454,335**		10,510,532
Total net assets			**9,454,335**		10,510,532
Charity funds					
Endowment funds	21		**7,765,690**		7,765,690
Restricted funds	21		**1,314,996**		2,482,635
Unrestricted funds					
General funds	21	**373,649**		262,207	
Total unrestricted funds	21		**373,649**		262,207
Total funds			**9,454,335**		10,510,532

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
(Chair of Trustees)
Date: 28 September 2021

The notes on pages 31 to 54 form part of these financial statements.

WENTWORTH WOODHOUSE PRESERVATION TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 08809187

COMPANY BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	15		**186,559**		74,999
Heritage assets	16		**7,765,690**		7,765,690
			7,952,249		7,840,689
Current assets					
Stocks	17	**2,083**		3,356	
Debtors	18	**366,416**		273,492	
Cash at bank and in hand		**1,874,834**		3,143,751	
		2,243,333		3,420,599	
Creditors: amounts falling due within one year	19	**(766,050)**		(769,421)	
Net current assets			**1,477,283**		2,651,178
Total assets less current liabilities			**9,429,532**		10,491,867
Net assets excluding pension asset			**9,429,532**		10,491,867
Total net assets			**9,429,532**		10,491,867
Charity funds					
Endowment funds	21		**7,765,690**		7,765,690
Restricted funds	21		**959,880**		2,482,635
Unrestricted funds					
Designated funds	21	**225,000**		-	
General funds	21	**478,962**		243,542	
Total unrestricted funds	21		**703,962**		243,542
Total funds			**9,429,532**		10,491,867

The company's net movement in funds for the year was £(1,062,335) (2020 - £107,003).

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Dame Julie Ann Kenny DBE DL
(Chair of Trustees)
Date: 28 September 2021

The notes on pages 31 to 54 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash used in operating activities	24	**(1,035,335)**	(173,012)
Cash flows from investing activities			
Bank interest		**3,315**	9,620
Purchase of tangible fixed assets		**(166,404)**	(33,473)
Purchase of heritage assets		**-**	(1,507)
Net cash used in investing activities		**(163,089)**	**(25,360)**
Change in cash and cash equivalents in the year		**(1,198,424)**	**(198,372)**
Cash and cash equivalents at the beginning of the year		**3,215,568**	3,413,940
Cash and cash equivalents at the end of the year	25	**2,017,144**	3,215,568

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

Wentworth Woodhouse Preservation Trust is a registered charity and company in the United Kingdom. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are detailed in the trustees' report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Wentworth Woodhouse Preservation Trust 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.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the charity and its wholly owned subsidiary undertaking Wentworth Woodhouse Trading Limited, on a line by line basis.

The Group has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities in these financial statements.

The company's net movement in funds for the year was £(1,062,335) (2020 - £107,003).

2.2 Going concern

After making appropriate enquiries, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The trustees have considered the ongoing recovery from COVID-19 on the charity's activities, workforce and supply chain, as well as the wider economy. Whilst it is not considered practical to accurately assess the duration and extent of the any continued disruption, the trustees are confident that they have in place plans to deal with any financial losses and cash deficits that may arise. They will continue to monitor the impact on income and take appropriate action as necessary.

The trustees do however recognise that uncertainty continues to exists around the duration and impact of COVID-19 and hence there is risk regarding the success and sustainability of these plans. However, the trustees have concluded that the charity remains a going concern whilst such viable options are available to it. The trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilments of those conditions is within the control of the charity and it is probable that they will be fulfilled. No amounts are included in the financial statements for services donated by volunteers.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

The charity receives grant funding, which is recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably. If entitlement is not met, then these amounts are deferred.

The Coronavirus Job Retention Scheme (CJRS) income is recognised in other income in the period to which it relates on an accruals basis.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Raising funds comprise the costs of fundraising activity and trading.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities include the costs of activities undertaken to further the purposes of the charity.

2. Accounting policies (continued)

2.4 Expenditure (continued)

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £2,000 or more are capitalised, unless part of a larger project.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Consolidated statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Plant and machinery	- 3 years reducing balance
Fixtures and fittings	- 3 years reducing balance
Office equipment	- 3 years reducing balance

2.6 Heritage assets

Heritage assets are recognised on the balance sheet and initially measured at cost when purchased or if donated, their valuation. Assets are subsequently stated at cost or valuation less accumulated depreciation and accumulated impairment losses.

Heritage assets are not depreciated because the building is currently being reconstructed.

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.8 Debtors

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

2. Accounting policies (continued)

2.9 Cash at bank and in hand

Cash at bank and 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.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Consolidated statement of financial activities as a finance cost.

2.11 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets which must be held permanently by the charity, principally the listed structures at Wentworth Woodhouse, which include the Mansion and its historic contents, the stables, the Camellia House, the Ionic Temple and 83 acres of historic landscape. All of these assets are classified as heritage assets. Income arising on the endowment funds can be used in accordance with the objects of the charity and is included as unrestricted income. Any capital gains or losses arising on the investments form part of the fund.

2. Accounting policies (continued)

2.13 Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

3. Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Support costs which relate to more than one charitable activity are allocated to those activities based on an assessment criteria of percentage of total income.

4. Income from donations and legacies

	Unrestricted funds 2021 £	**Restricted funds 2021 £**	**Endowment funds 2021 £**	**Total funds 2021 £**	Total funds 2020 £
Donations	49,977	254,968	-	**304,945**	126,239
Legacies	-	-	-	**-**	495,000
Grants	24,005	2,924,570	-	**2,948,575**	2,989,660
	73,982	3,179,538	-	**3,253,520**	3,610,899
Total 2020	168,452	2,947,447	495,000	3,610,899	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

5. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Visitor services	148,408	**148,408**	232,917
Commercial and residential rents	25,377	**25,377**	29,127
Total 2021	173,785	**173,785**	262,044
Total 2020	262,044	262,044	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Wentworth Woodhouse Trading Limited	212,350	**212,350**	572,059
Miscellaneous income	30,471	**30,471**	24,744
	242,821	**242,821**	596,803
Total 2020	596,803	596,803	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

7. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	3,315	**3,315**	9,620
Total 2020	9,620	9,620	

8. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
CJRS income (furlough)	251,963	**251,963**	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

9. Raising funds

	Direct costs 2021 £	Support costs 2021 £	2021 £	2020 £
Donations and legacies	-	778	**778**	1,857
Public and private events	50,580	2,079	**52,659**	18,778
Miscellaneous costs	-	287	**287**	247
Investment costs	-	31	**31**	96
Depreciation	-	32,163	**32,163**	29,818
Wentworth Woodhouse Trading Limited	100,603	-	**100,603**	387,924
Total 2021	151,183	35,338	**186,521**	438,720
Total 2020	398,349	40,371	438,720	

Of the expenditure on raising funds in the current year, £31,631 was attributable to restricted funds. In 2020 all expenditure on raising funds was attributable to unrestricted funds.

10. Analysis of charitable expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Visitor services	264,675	2,936	**267,611**	107,350
Commercial and residential rents	-	484	**484**	1,543
Heritage site management	4,493,842	33,143	**4,526,985**	3,869,724
	4,758,517	36,563	**4,795,080**	3,978,617
Total 2020	3,938,049	40,568	3,978,617	

£4,326,760 (2020: £3,335,926) of the above costs were attributable to restricted funds. £468,320 (2020: £642,691) of the above costs were attributable to unrestricted funds.

11. Support costs

	Fundraising expenses	Tours	Commercial and residential	Heritage site management	Total funds 2021	Total funds 2020
	£	£	£	£	£	£
Governance (note 11)	628	450	74	10,006	11,158	15,365
IT costs	868	622	103	13,847	15,440	20,058
Staff costs	583	418	68	9,290	10,359	10,885
Depreciation	33,259	1,446	239	-	34,944	34,631
Total 2021	35,338	2,936	484	33,143	71,901	80,939
Total 2020	40,371	5,041	630	34,897	80,939	

Support costs are allocated on the basis of a % of income activity.

12. Governance costs

	2021	2020
	£	£
Audit and accountancy fees	**10,753**	13,608
Legal fees	**405**	1,757
	11,158	15,365

13. Net income/(expenditure)

	2021	2020
	£	£
This is stated after charging:		
Depreciation of tangible fixed assets owned by the charitable group	**43,517**	36,788
Auditor's remuneration - audit	**7,110**	7,200
Auditor's remuneration - other services	**3,642**	6,408

During the year, no Trustees received any remuneration (2020 - £nil).
During the year, no Trustees received any benefits in kind (2020 - £nil).

14. Staff costs

	Group 2021	Group 2020	Company 2021	Company 2020
	£	£	**£**	£
Wages and salaries	**626,555**	636,594	**587,691**	509,446
Social security costs	**41,026**	45,670	**37,610**	38,764
Other pension costs	**17,478**	16,979	**16,056**	15,045
	685,059	699,243	**641,357**	563,255

The average number of persons employed by the company during the year was as follows:

	Group 2021	Group 2020
	No.	No.
	54	49

14. Staff costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	Group 2020 No.
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**-**	1

The key management personnel of Wentworth Woodhouse Preservation Trust comprise the CEO, the COO and Finance and Business Manager. The total emoluments earned as employees of Wentworth Woodhouse Preservation Trust, including employer national insurance and pension contributions totals £145,863 (2020: £152,119)

Please refer to **page 23** of the Trustees' Annual Report for details on how executive pay is set.

Wentworth Woodhouse Preservation Trust receives a substantial amount of support and expertise from volunteers. The work undertaken by this significant number of volunteers (including Trustee time), when expressed as a monetary value for 2020/21, is £227,420 (2020: £417,800). This amount is not reflected in the Statement of Financial Activities.

15. Tangible fixed assets

Group

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2020	**23,627**	**77,461**	**56,487**	**157,575**
Additions	**114,353**	**7,763**	**44,288**	**166,404**
At 31 March 2021	**137,980**	**85,224**	**100,775**	**323,979**
Depreciation				
At 1 April 2020	**8,372**	**32,763**	**30,651**	**71,786**
Charge for the year	**17,645**	**15,442**	**10,430**	**43,517**
At 31 March 2021	**26,017**	**48,205**	**41,081**	**115,303**
Net book value				
At 31 March 2021	**111,963**	**37,019**	**59,694**	**208,676**
At 31 March 2020	15,255	44,698	25,836	85,789

Company

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2020	**17,245**	**70,188**	**56,487**	**143,920**
Additions	**94,453**	**7,763**	**44,288**	**146,504**
At 31 March 2021	**111,698**	**77,951**	**100,775**	**290,424**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

15. Tangible fixed assets (continued)

Company (continued)

	Plant and machinery £	Fixtures and fittings £	Office equipment £	Total £
Depreciation				
At 1 April 2020	**7,007**	**31,263**	**30,651**	**68,921**
Charge for the year	**10,997**	**13,517**	**10,430**	**34,944**
At 31 March 2021	**18,004**	**44,780**	**41,081**	**103,865**
Net book value				
At 31 March 2021	**93,694**	**33,171**	**59,694**	**186,559**
At 31 March 2020	10,238	38,925	25,836	74,999

16. Heritage assets

Group and Company

Assets recognised at cost

	Wentworth Woodhouse 2021 £
Carrying value at 1 April 2020	7,765,690
At 31 March 2021	7,765,690

Analysis of heritage asset transactions

Group and Company

	2021 £	2020 £	2019 £	2018 £	2016 £
Purchases					
Assets held at cost	-	1,507	15,500	7,283,683	-
Donations					
Assets held at cost	-	495,000	-	-	-
Total additions	-	496,507	15,500	7,283,683	-
Charge for impairment					
Assets held at cost	-	-	-	(30,000)	-
Total charge for impairment	-	-	-	(30,000)	-

Heritage assets primarily comprise of the acquisition of the buildings, contents and surrounding gardens.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

17. Stocks

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Retail stock	**38,288**	41,824	**2,083**	3,356

18. Debtors

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Trade debtors	**37,814**	14,777	**4,049**	1,857
Amounts owed by group undertakings	**-**	-	**91,600**	49,677
Other debtors	**203,032**	144,446	**202,995**	143,889
Prepayments and accrued income	**69,562**	80,268	**67,772**	78,069
	310,408	239,491	**366,416**	273,492

19. Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Bank loans	**6,667**	-	**-**	-
Trade creditors	**522,761**	462,117	**518,712**	455,078
Other taxation and social security	**37,752**	30,790	**14,141**	14,193
Other creditors	**69,061**	73,043	**34,454**	33,322
Accruals and deferred income	**206,297**	271,880	**198,743**	266,828
	842,538	837,830	**766,050**	769,421

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

20. Creditors: Amounts falling due after more than one year

	Group 2021 £	Group 2020 £
Bank loans	**43,333**	-

Bank loans represent a Bounceback Loan with no repayments due in the first 12 months, after which an interest rate of 2.5% per annum is applicable. The term of the loan is 6 years from July 2020 however early repayment is permitted.

21. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
General funds	**243,542**	**533,516**	**(407,054)**	**(21,158)**	**348,846**
Trading subsidiary	**18,665**	**212,350**	**(206,212)**	**-**	**24,803**
	262,207	**745,866**	**(613,266)**	**(21,158)**	**373,649**
Endowment funds					
Endowment Funds	**7,765,690**	**-**	**-**	**-**	**7,765,690**
Restricted funds					
Acquisition fund	**3,231**	**-**	**-**	**-**	**3,231**
HLF resilience grant fund 2	**5,196**	**22,710**	**(51,015)**	**23,109**	**-**
Historic England	**2,010,732**	**1,350,976**	**(2,465,904)**	**-**	**895,804**
National Trust Grant	**-**	**121,117**	**(103,146)**	**-**	**17,971**
Masterplan phase 1/3a	**100,875**	**310,602**	**(475,815)**	**-**	**(64,338)**
Cornicing Grant	**354,000**	**5,000**	**(359,000)**	**-**	**-**
Restricted donations	**8,734**	**29,968**	**(4,686)**	**(1,210)**	**32,806**
Bedlam Wing	**(133)**	**-**	**-**	**-**	**(133)**
NLHF Emergency Fund	**-**	**240,900**	**(219,889)**	**(741)**	**20,270**
Postcode Lottery	**-**	**20,000**	**(15,851)**	**-**	**4,149**
HHA Consortium	**-**	**395,795**	**(364,384)**	**-**	**31,411**
Culture Recovery Grant	**-**	**421,470**	**(308,045)**	**-**	**113,425**
Arts Award	**-**	**36,000**	**(600)**	**-**	**35,400**
Donations for maintenance	**-**	**225,000**	**-**	**-**	**225,000**
	2,482,635	**3,179,538**	**(4,368,335)**	**21,158**	**1,314,996**
Total of funds	**10,510,532**	**3,925,404**	**(4,981,601)**	**-**	**9,454,335**

21. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Unrestricted funds					
General funds	232,003	464,860	(464,378)	11,057	243,542
Trading subsidiary	63,639	572,059	(617,033)	-	18,665
	295,642	1,036,919	(1,081,411)	11,057	262,207
Endowment funds					
Endowment Funds	7,269,183	495,000	-	1,507	7,765,690
Restricted funds					
Acquisition fund	3,231	-	-	-	3,231
HLF resilience grant fund 2	8,347	90,840	(93,991)	-	5,196
Historic England	2,843,472	2,069,078	(2,901,818)	-	2,010,732
National Trust Grant	12,803	260,623	(262,369)	(11,057)	-
Masterplan phase 1/3a	4,845	162,818	(66,788)	-	100,875
Great Places grant	-	5,934	(5,934)	-	-
Cornicing Grant	-	354,000	-	-	354,000
Restricted donations	10,980	4,154	(4,893)	(1,507)	8,734
Bedlam Wing	-	-	(133)	-	(133)
	2,883,678	2,947,447	(3,335,926)	(12,564)	2,482,635
Total of funds	10,448,503	3,442,447	(4,417,337)	-	10,510,532

21. Statement of funds (continued)

The Acquisition fund represents grants and donations specifically for the purchase of the property.

The HLF resilience grant fund is restricted to the following: the employment of the CEO, finance and business manager, project manager and governance review. There was also provision in this grant for training/travel expenses. The resilience funding was also awarded for two fixed term appointments (Commerical Operations Manager/Communications Manager) to help the Trust move towards a financially sustainable model. In addition to commission a consultant to carry out a review of the Historic House Events Market and develop an events strategy.

The Historic England Urgent Works, Phase 1, Phase 2 and Slate grant funds all form part of the £7.6m awarded from DCMS to undertake urgent work to secure the building. These have now been consolidated into one fund, the Historic England fund.

The National Trust grant was awarded to assist the Trust in building capacity to develop the visitor offer.

The Masterplan Phase 1 was awarded towards the project which will see the Camellia House redeveloped, removal of swimming pool and creating a car park. The Masterplan Phase 3a is a development phase of the southern range of the Stables including the Riding School. These have now been consolidated into one fund, the Masterplan Phase 1/3a fund.

The Cornicing grant was awarded for repair work to the East Front Cornicing.

Restricted donations comprise a number of individual donations to be used for defined purposes.

The Bedlam Wing grant was awarded for the repairs to the Bedlam Wing of the house, the deficit is caused by expenditure incurred before the grant monies were received post year end.

The NLHF Emergency fund represents £240,900 that was granted as a means of support in response to the COVID-19 crisis, by providing funds to cover essential costs between June & September 2020, as well as costs to look towards further longer term recovery.

The Postcode Lottery fund was originally granted for the development of a community garden. Due to the COVID-19 pandemic the Postcode Lottery allowed the funds to be derestricted, as a consequence these funds were used alongside the COVID-19 Heritage Emergency Funds to support core costs between June & September 2020.

The HHA Consortium fund is Heritage Stimulus Fund, part of the Government's £1.57bn Culture Recovery Fund for Heritage. The Trust was able to install a temporary heating system & other repairs to underground drainage, a new water mains connection and the removal of asbestos from the mansion's cellar.

The Culture Recovery Grant fund was awarded to provide funds to help support essential costs between November 2020 & March 2021, as well as focus on diversifying the business to encompass the outdoor offer and launch a new digital programme.

The Arts Award fund was awarded to provide funds for an audio and projection installation as part of the wider visitor experience development.

The donations for maintenance fund represent donations restricted to maintenance expenditure only.

Transfers from restricted funds to endowment funds represent heritage asset additions. Transfers from the

21. Statement of funds (continued)

unrestricted funds to restricted funds represent a misallocation of expenditure to the restricted funds in prior years.

22. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	**262,207**	**745,866**	**(613,266)**	**(21,158)**	**373,649**
Endowment funds	**7,765,690**	**-**	**-**	**-**	**7,765,690**
Restricted funds	**2,482,635**	**3,179,538**	**(4,368,335)**	**21,158**	**1,314,996**
	10,510,532	**3,925,404**	**(4,981,601)**	**-**	**9,454,335**

Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
General funds	295,642	1,036,919	(1,081,411)	11,057	262,207
Endowment funds	7,269,183	495,000	-	1,507	7,765,690
Restricted funds	2,883,678	2,947,447	(3,335,926)	(12,564)	2,482,635
	10,448,503	4,479,366	(4,417,337)	-	10,510,532

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Endowment funds 2021 £	Total funds 2021 £
Tangible fixed assets	78,560	130,116	-	**208,676**
Heritage assets	-	-	7,765,690	**7,765,690**
Current assets	1,180,960	1,184,880	-	**2,365,840**
Creditors due within one year	(842,538)	-	-	**(842,538)**
Creditors due in more than one year	(43,333)	-	-	**(43,333)**
Total	373,649	1,314,996	7,765,690	**9,454,335**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Endowment funds 2020 £	Total funds 2020 £
Tangible fixed assets	85,789	-	-	85,789
Heritage assets	-	-	7,765,690	7,765,690
Current assets	1,014,248	2,482,635	-	3,496,883
Creditors due within one year	(837,830)	-	-	(837,830)
Total	262,207	2,482,635	7,765,690	10,510,532

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

	Group 2021 £	Group 2020 £
Net (expenditure)/income for the year (as per Statement of Financial Activities)	**(1,056,197)**	62,029
Adjustments for:		
Depreciation charges	**43,517**	36,788
Bank interest	**(3,315)**	(9,620)
Decrease in stocks	**3,536**	2,367
Increase in debtors	**(70,917)**	(142,530)
Increase in creditors	**48,041**	372,954
Heritage assets donated	**-**	(495,000)
Net cash used in operating activities	**(1,035,335)**	(173,012)

25. Analysis of cash and cash equivalents

	Group 2021 £	Group 2020 £
Cash at bank	**2,013,502**	3,211,738
Cash in hand	**3,642**	3,830
Total cash and cash equivalents	**2,017,144**	3,215,568

26. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	3,215,568	(1,198,424)	2,017,144
Debt due within 1 year	-	(6,667)	(6,667)
Debt due after 1 year	-	(43,333)	(43,333)
	3,215,568	(1,248,424)	1,967,144

27. Pension commitments

Defined contribution pension plan

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the period was £17,478 (2020: £16,056).

28. Related party transactions

No remuneration has been paid to any trustee (2020: £nil). No expenses (2020: £1,354) were reimbursed to any trustees (2020: 2 trustees) for legitimate business expenditure incurred in respect of the attendance at meetings during the period in connection with the running of the Trust's affairs. These expense claims were disclosed to and approved by the Board of Trustees at its regular meetings.

Indemnity insurance has been purchased from funds to:

- Protect the Trustees from loss arising from the neglect or defaults of its Members or employees; and
- Indemnify Trustees from the consequences of any neglect or default on their part.

The cost incurred during the year was £613 (2020: £780).

Donations from Trustees totalled £63,814 and other related parties totalled £50,000 (2020: £12,646).

29. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Class of shares	Holding
Wentworth Woodhouse Trading Limited	10891000	Ordinary	100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
Wentworth Woodhouse Trading Limited	**212,350**	**(198,337)**	**14,013**	**24,803**