

Company registration number: 11369859 (England and Wales)

Charity Number: 1189180

**WOOLWICH CREATIVE DISTRICT TRUST
(A COMPANY LIMITED BY GUARANTEE)**

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

WOOLWICH CREATIVE DISTRICT TRUST
ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

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WOOLWICH CREATIVE DISTRICT TRUST
ANNUAL REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2021

Legal & administrative information

Charity registration number 1189180

Company registration number 11369859

Trustees Councillor Peter Brooks
Councillor Denise Hyland
Joy Salaja
Ben Howarth
Ines Anderson
Lisa Stubbs
Mary Rose
Mary Elizabeth Dale
Michael Lewis
Sally Manser
Allan MacCarthy
Philip Watkins

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

Operational address The Fireworks Factory
11 No. 1 Street
Woolwich
London
SE18 6HD

Bankers Barclays Bank Plc
1 Churchill Place
London
E14 5HP

Auditors Simpson Wreford LLP
Chartered Accountants
Wellesley House
Duke of Wellington Avenue
Royal Arsenal
London
SE18 6SS

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also directors for the purpose of company law, present their annual report, together with the audited financial statements for the year 31 March 2021, which also contain the directors' report as required by company law.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the 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).

Structure, governance and management

Woolwich Creative District Trust is registered as a charity with the Charity Commission in England and Wales (Registration number: 1189180) and as a Company Limited by Guarantee with Companies House (Registration number: 11369859) and is governed by its Memorandum and Articles of Association which were filed on 29 April 2020 and amended on 4 May 2020 (in response to Charity Commission feedback).

The Trustees as charity trustees have control of the Charity and its property and funds.

The Board of Trustees shall consist of not less than four Ordinary Trustees and three Council Trustees, up to a maximum number of Trustees of 15.

The three Council Trustees are nominated by the Royal Borough of Greenwich (and for the period covered by this report were Cllr. Peter Brooks, Cllr. Denise Hyland, Mr. Allan MacCarthy).

The Ordinary Trustees are appointed by the Board by majority vote of the existing Trustees. The Board recruits Ordinary Trustees on the basis of the qualities, skills, competencies and experience which the Trustees from time to time determine are required to ensure a suitable skills mix.

Board subcommittees are comprised of a Finance Subcommittee, Operations Subcommittee, Education & Community Programme Subcommittee and Audit & Risk Subcommittee.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Trust and develop and propose the Trust's policies and strategy for consideration and approval by the Trustees. The Chief Executive is responsible to the Board, and on a day-to-day basis, to the Chair.

Appointments to the Senior Management Team are made by the Chief Executive with input from the Trustees. The Trustees determine the remuneration of the Chief Executive and Senior Management Team.

Appointments to other roles are made by the Chief Executive. The Chief Executive determines the remuneration of roles other than the Senior Managers, within the overall budget approved by the Trustees.

There were no subsidiaries in the period. Two subsidiaries were established effective June 2021 – Woolwich Works Trading Ltd and Woolwich Works Productions Ltd.

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

Reference and administration details

The name of the charity is Woolwich Creative District Trust

The charity's trading name is Woolwich Works.

The charity registration number is 1189180.

The principle office of the charity is at The Fireworks Factory, 11 No. 1 Street, London SE18 6HD. The registered office of the charity is at Wellesley House, Duke of Wellington Avenue, Royal Arsenal SE18 6SS.

The Trustees who served in this period were:

| | |
|---|-----------------|
| Cllr Peter Brooks | Ines Anderson |
| Cllr Denise Hyland | Lisa Stubbs |
| Joy Salaja | Mary Rose |
| Ben Howarth | Mary Dale |
| Michael Lewis | Sally Manser |
| Philip Watkins (appointed 28/01/2021) | Allan MacCarthy |
| Dr Valerie Vaughan-Dick (resigned 28/02/2022) | |

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

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

Trustees' report

Message from the Chair

We are pleased to present this Annual Report for Woolwich Creative District Trust (the "Trust").

For the Trust, like most organisations across the world, 2020-21 was a challenging year. The onset of the Covid-19 pandemic continued to cause significant delay and disruption to the Trust's plans to open Woolwich Works; delayed the Royal Borough of Greenwich's construction programme to refurbish the buildings; and devastated the performing arts, events and hospitality industries that will form the backbone of the Trust's future operations.

Against the backdrop of the global pandemic, we set about implementing our new Business Plan and building an organisation which would make a meaningful contribution to the recovery of both our community and the wider cultural sector. That plan nonetheless had to be reworked and rephased repeatedly as the year progressed and the country came in and out of lockdown, putting additional pressure on our small organisation and requiring Trustees to act both responsively and with restraint. I am proud that the Trustees and Executive were successful in safeguarding the organisation through the most challenging of circumstances, and to steer it successfully to finally opening in September 2021.

We deferred much recruitment and expenditure through the period with a number of our staff having to work flexibly and cover multiple roles whilst we worked to not only keep the Trust afloat, but more importantly make continual progress as it crossed ever-shifting sands. The Trustees are grateful to them for their hard work and dedication. Nonetheless, the Trust required additional financial support both to sustain its pre-opening operations and to enable it to pivot to its new business plan, and we were fortunate to benefit from a Culture Recovery Fund award from the Arts Council and Department for Culture, Media and Sport. It would not have been possible to navigate this period without that support, and we are grateful to ACE and DCMS not only for the award of funding, but moreover for the vote of confidence in Woolwich Works that it represents. We appreciate too the support of our resident artistic companies and their tireless efforts in weathering the pandemic and continuing to deliver, and in turn those organisations who have supported them.

We have continued to work closely with our founder, the Royal Borough of Greenwich, towards realising their vision for the creative district and delivering our own objectives as a charity. As construction work did not complete until the end of April 2021 with the Trust taking occupation thereafter, the Trust did not run premises or programmes in 2020-21 and as such much of its expenditure associated with making the site operational was deferred into 2021-22.

Albeit still against the backdrop of considerable challenges, we now look ahead focused on our mission to offer hope and opportunity by enabling people to realise their creative potential.

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

Objectives and activities

Context

All activity in the period (outlined below) is associated with the setting-up of the Trust in preparation for its achieving its charitable purposes through the operation of Woolwich Works once construction work is complete and the site has opened to the public. By the end of the 2020-21 Financial Year, the opening date had been reforecast to September 2021 (which was subsequently achieved).

These accounts are presented in accordance with the Charities Statement of Recommended Practice as matter of best practice, despite the fact they relate to the period pre-dating the Trust's registration as a charity.

Charitable objects

The advancement of art for the public benefit by:

- (a) improving, preserving and providing public amenities for use in encouragement of the creative and dramatic arts, with particular reference to the Woolwich creative district.
- (b) promoting, maintaining, improving, encouraging and advancing education and vocational training as relates to creative and dramatic arts, in any form and by any medium.
- (c) Providing or assisting in the provision of facilities to residents of Woolwich and surrounding areas in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their race, gender, religion or belief, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life.

The Trust's mission, vision and values

The Trust's mission is to offer hope and opportunity by enabling people to realise their creative potential.

The Trust's vision is to create an exceptional, professional, inclusive, creative community and these five pillars constitute the organisation's values.

The Trust's Strategic Priorities

The Trust has five Strategic Priorities which underpin its objectives and day-to-day decision making:

- a) to present a broad programme of high-quality creative opportunities;
- b) to offer creative life support to individuals and organisations and act as a catalyst for collaboration;
- c) to create good jobs and meaningful progression routes into the creative industries;
- d) to raise Woolwich's profile; and
- e) to build a strong and sustainable, values-driven organisation.

WOOLWICH CREATIVE DISTRICT TRUST
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Main activities undertaken to further the charity's purposes for the public benefit

The Trustees have had regard to the Charity Commission's guidance on public benefit in reviewing and agreeing the Trust's mission, vision, values and Strategic Priorities and continue to do so in advancing its Business Plan.

In 2020-21, the Trust was non-operational and all activities undertaken were associated with establishing the organisation and undertaking the necessary preparatory work to enable Woolwich Works to deliver for the public benefit at the point at which the site's renovation by the Royal Borough of Greenwich is complete and the Trust is able to open the buildings to the public.

The main activities are summarised as follows:

- a) the development of the Trust's vision, mission, values and new business plan and operating model;
- b) the continuing recruitment of the staff team;
- c) the continued strengthening of governance arrangements and the establishment of subsidiary companies to handle commercial trading and the presentation of performances;
- d) continued assistance in steering the Council's capital project;
- e) research and development of education and community programmes;
- f) the development of the public performance programme and the commissioning of artistic content;
- g) the design and procurement of fixtures, fittings and equipment to enable the operation of the site, including performance seating, staging, sound and lighting equipment;
- h) the appointment of specialist contractors and suppliers;
- i) the development of policies, procedures and plans for the safe operation of the site and the preparation of the buildings;
- j) staff training and development;
- k) site visits and relationship building with prospective hirers and artistic partners.

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

Social investment

The Trust does not currently engage in any investing activities.

Grant-making

The Trust does not currently engage in grant-making.

Volunteers

The Trust did not benefit from volunteer contributions in the period. The Trust is now in the process of recruiting to a volunteer scheme.

Achievements and performance

In 2020-21, the Trust was non-operational and all activities undertaken were associated with establishing the organisation and undertaking the necessary preparatory work to enable Woolwich Works to deliver for the public benefit at the point at which the site's renovation by the Royal Borough of Greenwich is complete and the Trust is able to open the buildings to the public.

The key achievements in this period were the development of the business plan and financial model; the successful pivot to that plan and the development of an artistic programme of performances and events; the recruitment towards a full staff team; the design and procurement of fixtures, fittings and equipment; and the successful steering of the organisation through the extreme, immediate external challenges posed by the pandemic.

Financial review

The results for the period ended 31 March 2021 are shown on page 15. The net movement in funds was a surplus of £895,003.

Income in the period was by way of grant funding from Arts Council England (ACE) and the Department of Culture, Media and Sport through the Culture Recovery Fund and UK Government covid support schemes.

The ACE funding is restricted and comprised of capital funding for the purchase of seating, staging and other equipment; revenue funding towards operational costs; and revenue funding towards programming.

The Trust has continued to hold funds that are designated for the purchase of fixtures, fittings and equipment to enable the completion and operation of its buildings due to the completion of the Council's capital project having been further delayed by the coronavirus pandemic. As such the substantial proportion of its available funds are expected or already committed to be expended in the first half of the 2021-22 financial year in advance of the Trust's anticipated opening of the buildings in the autumn, and this is also the case in respect of the ACE funding.

The Trust has continued to defer recruitment and minimise expenditure in response to the ongoing elongation of the pre-opening period but its costs will necessarily increase significantly as opening approaches and full staffing and premises costs come online.

The net asset position as at 31 March 2021 was £2,849,548.

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

Reserves policy

The Trustees had not agreed a Reserves Policy by the end of the period. All income to date was in the form of restricted grant funding which cannot be held in reserve. The Trustees will determine a Reserves Policy in due course.

Going concern, principal risks and uncertainties and forward financial position

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the forthcoming twelve months. For this reason, they continue to adopt the going concern basis in preparing the financial statements. However, the significant delay to the project and negative impact upon all relevant industries continue to constitute a substantial risk and the Trustees note that the Trust's reliance on earned income poses a challenge against the context of continuing significant global uncertainty arising from the pandemic. The Trust will continue to seek additional support where available and Trustees have approved the recruitment of a Development Manager as a first step towards moving the Trust to a mixed model that includes some ongoing fundraising income.

The Trustees have identified other risks to the organisation and are confident that the major financial and non-financial risks faced by the organisation are being suitably managed to the extent that such are within the Trust's control or influence. The Trustees regularly review the organisation's risk register.

Plans for future periods

The Board have approved the Trust's vision, mission, values and strategic priorities as set out in the Trust's new Business Plan which was written in response to the impact of the coronavirus pandemic and have endorsed the broad direction of travel.

The Business Plan sets out objectives in furtherance of the Trust's purpose in respect of:

- a) the presentation of a programme of public performances and events;
- b) the development and delivery of a programme of creative projects, classes and ensembles, including schools programmes;
- c) the development of a digital programme;
- d) the provision and management of rehearsal facilities;
- e) the development of café and bar operations (to be delivered within a wholly-owned trading subsidiary);
- f) the delivery of commercial event hires (to be delivered within a wholly-owned trading subsidiary);
- g) measures to ensure the development of a strong and sustainable, values-driven organisation, including the development of jobs, work experience and apprenticeships and volunteering opportunities, staff development and measures to ensure good safety management, accessibility, environmental management and the delivery of a universal welcome and a high standard of visitor experience.

All Business Plan objectives relate to the future operations of Woolwich Works from the point at which the refurbishment works are complete and the site is opened to the public.

WOOLWICH CREATIVE DISTRICT TRUST

REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 31 MARCH 2021

The Business Plan has given full regard to the delays to the project and changes to operating conditions arising as a result of the coronavirus pandemic and has been adjusted and rephased in response to changes to the operating environment.

Statement of responsibilities of the Trustees

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

In preparing those financial statements the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Charity. They are responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provisions of Section 419(2) of the Companies Act 2006 relating to small companies.

Approved by the board of trustees on 31 March 2022 and signed on its behalf by:



B Howarth
Interim Chair

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF WOOLWICH CREATIVE DISTRICT TRUST
FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Woolwich Creative District Trust (the 'Charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF WOOLWICH CREATIVE DISTRICT TRUST
FOR THE YEAR ENDED 31 MARCH 2021

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

We have nothing to report in this regard.

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; and
- the trustees' report (incorporating the strategic report and the directors' report) have 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 Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- we have not obtained all the information and explanations necessary for the purposes of our audit;
- the directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 10, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF WOOLWICH CREATIVE DISTRICT TRUST
FOR THE YEAR ENDED 31 MARCH 2021

In preparing the financial statements, the trustees are responsible for assessing the 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 Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

- 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 experience of membership organisations and support services 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 Charitable company, including the Companies Act 2006, data protection and Arts Council regulations;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Audit response to risks identified

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 risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF WOOLWICH CREATIVE DISTRICT TRUST
FOR THE YEAR ENDED 31 MARCH 2021

- assessed whether judgements and assumptions made in determining the accounting estimates 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 and;
- enquiring of management as to actual and potential litigation and claims.
- reviewing correspondence with regulators.

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 directors and other management and the inspection of regulatory and legal correspondence, if any.

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.

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's members as a body, for our audit work, for this report, or for the opinions we have formed.

Simpson Wreford LLP, Statutory Auditor

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

Dated: 31 March 2022

WOOLWICH CREATIVE DISTRICT TRUST

STATEMENT OF FINANCIAL ACTIVITIES

**(INCLUDING INCOME AND EXPENDITURE ACCOUNT AND STATEMENT OF TOTAL
RECOGNISED GAINS AND LOSSES)**

FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|--|-------|----------------------------------|------------------------------------|--------------------|--------------------|
| Income | | | | | |
| Charitable activities | 2 | - | 500,000 | 500,000 | 2,204,838 |
| Other Grant income | | 1,028,725 | - | 1,028,725 | - |
| Total income | | <u>1,028,725</u> | <u>500,000</u> | <u>1,528,725</u> | <u>2,204,838</u> |
| Expenditure | | | | | |
| Charitable activities | 3 | (254,690) | (379,031) | (633,721) | (250,293) |
| Total expenditure | | <u>(254,690)</u> | <u>(379,031)</u> | <u>(633,721)</u> | <u>(250,293)</u> |
| Net income before transfers | | 774,035 | 120,969 | 895,004 | 1,954,545 |
| Transfers | | | | | |
| Gross transfers between funds | | - | - | - | - |
| Net income/(expenditure) before other recognised gains and losses | | 774,035 | 120,969 | 895,004 | 1,954,545 |
| Other recognised gains and losses | | - | - | - | - |
| Net movement in funds | | 774,035 | 120,969 | 895,004 | 1,954,545 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | | - | 1,954,545 | 1,954,545 | - |
| Total funds carried forward | 15 | <u>774,035</u> | <u>2,075,514</u> | <u>2,849,549</u> | <u>1,954,545</u> |

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the period.

The notes on pages 18 to 29 form part of these financial statements.

WOOLWICH CREATIVE DISTRICT TRUST

BALANCE SHEET

AT 31 MARCH 2021

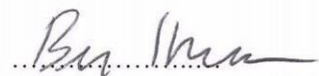
| | Notes | 2021 | | 2020 | |
|--|-------|------|------------------|------|------------------|
| | | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible assets | 10 | | 666,242 | | 14,895 |
| Intangible assets | 11 | | <u>220,403</u> | | <u>128,250</u> |
| | | | 886,645 | | 143,145 |
| Current assets | | | | | |
| Debtors | 12 | | 771,286 | | 712,823 |
| Cash at bank and in hand | | | <u>1,547,044</u> | | <u>1,162,622</u> |
| | | | 2,318,330 | | 1,875,445 |
| Current liabilities | | | | | |
| Creditors: Amounts falling due within one period | 13 | | <u>(355,426)</u> | | <u>(64,045)</u> |
| Net current assets | | | <u>1,962,904</u> | | <u>1,811,400</u> |
| Total assets | | | <u>2,849,549</u> | | <u>1,954,545</u> |
| The funds of the Charity | | | | | |
| Restricted funds | | | 774,035 | | - |
| Unrestricted funds | | | <u>2,075,514</u> | | <u>1,954,545</u> |
| Total funds | 15 | | <u>2,849,549</u> | | <u>1,954,545</u> |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 144 of the Charities Act 2011. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these accounts under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Act and in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The financial statements on pages 15 to 29 were approved by the Trustees on 31 March 2022 and signed on their behalf by:



B Howarth

Interim Chair

Company Number: 11369859 (England & Wales)

Charity Number: 1189180

WOOLWICH CREATIVE DISTRICT TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | 2021 | 2020 |
|---|-----------|-------------------------|-------------------------|
| | | £ | £ |
| Cash flows from operating activities | 20 | 1,182,079 | 1,321,180 |
| Cash flows from investing activities | | | |
| Interest income | | - | - |
| Purchase of tangible assets | | 679,429 | 16,058 |
| Purchase of intangible assets | | <u>118,226</u> | <u>142,500</u> |
| Net cash (used in) investing activities | | (797,655) | (158,558) |
| Change in cash and cash equivalents in the period | | 384,424 | 1,162,622 |
| Cash and cash equivalents at the beginning of the period | | <u>1,162,622</u> | - |
| Cash and cash equivalents at the end of the period | | <u><u>1,547,044</u></u> | <u><u>1,162,622</u></u> |

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

1. Accounting policies

a. Company information

Woolwich Creative District Trust is a charitable company limited by guarantee incorporated in England and Wales, registration number 11369859. The principle operating address is The Woolwich Centre, Wellington Street, Woolwich, London SE18 6HQ and the registered office address is Wellesley House, Duke of Wellington Avenue, Royal Arsenal, London, SE18 6SS.

b. Legal status of the Charity

The charitable company is a company limited by guarantee and has no share capital. It has been registered as charity in England and Wales, registration number 1189180. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

c. Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Woolwich Creative District 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 note(s).

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared on the historical cost convention, modified to include certain financial instruments at fair value or amortised cost. The principal accounting policies adopted are set out below.

d. Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees make this assessment in respect of a period of one period from the date of approval of the financial statements.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

1. Accounting policies (continued)

e. Income

All income is accounted for as soon as the charitable company has entitlement to the income, there is certainty of receipt and the amount is quantifiable.

Income from donations are included in incoming resources upon receipt.

Grants, including grants for fixed assets, are recognised within the accounts as they become receivable. Grants received in the accounting period in respect of future accounting periods are deferred until those periods.

Income resources from other charitable activities are recognised on an accrual basis.

Other income, including bank interest, is accounted for on an accrual basis once the income becomes receivable and that the amount can be measured reliably by the charitable company.

Donated services, facilities and goods are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charitable company of the item is probable and that economic benefit can be measured reliably. On receipt, donated services, facilities and goods are recognised based on the value of the gift to the charitable company which is the amount the charitable company would have been willing to pay to obtain services, facilities or goods of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

The charitable company benefits from work carried out by volunteers. No monetary value is placed on this where the value of their contribution cannot be reasonably quantified in financial terms.

f. Expenditure

Resources expended are recognised on an accrual basis, and have been classified under headings that aggregate all costs related to that activity. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of the resource.

Charitable expenditure comprises those costs incurred by the charitable company in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs have been allocated on the basis of income generated, governance costs include costs of governance arrangements which relate to the general running of the activity. These costs are associated with constitutional and statutory requirements and include the costs associated with the strategic management of the charitable company's activities.

g. Allocation of support costs

Support costs are those functions that assist the work of the charitable company but do not directly undertake charitable activities. These costs have been allocated to expenditure on charitable activities, unless where stated separately in note 7.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

1. Accounting policies (continued)

h. Fund accounting

Unrestricted income funds are general funds that are available for use at the Trustee's discretion in furtherance of the objectives of the charitable company.

Restricted income funds are to be used for the specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

i. Tangible Fixed Assets

Depreciation is provided at rates calculated to write off the cost of an asset, less any estimated residual value, over its expected useful life as follows:

| | |
|----------------------------------|------------------------------|
| Fixtures, fittings & equipment – | 3 years straight line basis |
| Staging & rostra - | 25 years straight line basis |
| Seating system – | 20 years straight line basis |
| Loose furniture - | 8 years straight line basis |
| Broadcast equipment - | 5 years straight line basis |

j. Intangible Fixed Assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation is charged to allocate the cost of intangibles less their residual values over their estimated useful lives as follows:

| | |
|----------|------------------------------|
| Website | 10 years straight line basis |
| Branding | 10 years straight line basis |

k. Debtors

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

Accrual income and tax recoverable is included at the best estimate of amounts receivable at the balance sheet date.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

1. Accounting policies (continued)

l. Cash at bank and in hand

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

m. Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n. Operating leases

Rental payable under operating leases are charged in the Statement of Financial Activities on a straight-line basis over the lease term.

o. Pension schemes

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

p. Financial instruments

The charitable company only has financial assets and 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. Income from charitable activities

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|---------------------------------------|--|--|-----------------------------|-----------------------------|
| Grants receivable for core activities | - | 500,000 | 500,000 | 2,204,838 |
| Other grants receivable | 1,028,725 | - | 1,028,725 | - |
| Charitable activities income | - | - | - | - |
| | <u>1,028,725</u> | <u>500,000</u> | <u>1,528,725</u> | <u>2,204,838</u> |

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

3. Total resources expended

| | Note | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|----------------------|-------------|--|--|-----------------------------|-----------------------------|
| Wages and salaries | 8 | 192,720 | 155,320 | 348,040 | 96,211 |
| Staff employers NIC | 8 | 21,944 | 12,527 | 34,471 | 8,286 |
| Staff pension costs | 8 | 8,521 | 6,639 | 15,160 | 3,092 |
| Repairs and renewals | | - | 7,017 | 7,017 | 389 |
| Support costs | 4 | 31,505 | 174,998 | 206,503 | 134,815 |
| Governance costs | 5 | - | 22,530 | 22,530 | 7,500 |
| | | <u>254,690</u> | <u>379,031</u> | <u>633,721</u> | <u>250,293</u> |

4. Support costs

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|----------------------------|--|--|-----------------------------|-----------------------------|
| Consultancy | 7,500 | 32,368 | 39,868 | 81,250 |
| Advertising & marketing | - | 46,841 | 46,841 | 706 |
| Travel and subsistence | - | 1,871 | 1,871 | 1,327 |
| General office costs | - | 2,987 | 2,987 | 1,728 |
| Insurance | - | 3,972 | 3,972 | 2,018 |
| Depreciation | 24,005 | 4,078 | 28,083 | 1,162 |
| Amortisation | - | 26,073 | 26,073 | 14,250 |
| Training and recruitment | - | 7,657 | 7,657 | 9,700 |
| Membership & subscriptions | - | 14,096 | 14,096 | 10,948 |
| Licences & support | - | 21,151 | 21,151 | 2,204 |
| Rent | - | 13,904 | 13,904 | 9,522 |
| | <u>31,505</u> | <u>174,998</u> | <u>206,503</u> | <u>134,815</u> |

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

5. Governance costs

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ | Total 2020 £ |
|-----------------------------|--|--|-----------------------------|-----------------------------|
| Audit fees | - | 22,530 | 22,530 | 7,500 |
| Legal and professional fees | - | - | - | - |
| | <u>-</u> | <u>22,530</u> | <u>22,530</u> | <u>7,500</u> |

6. Net (incoming)/outgoing resources

Net (incoming)/outgoing resources for the period include:

| | 2021 £ | 2020 £ |
|------------------------------------|-------------------|-------------------|
| Auditors' remuneration – audit fee | 10,000 | 7,500 |
| Auditors' remuneration - other | 12,530 | - |
| Depreciation | 28,083 | 1,162 |
| Amortisation | <u>26,073</u> | <u>14,250</u> |

7. Trustees remuneration and expenses

No Trustees received any remuneration (2020 – no Trustees received any remuneration) from the charitable company during the period.

One Trustee received reimbursement of travelling and subsistence expenses during the period of £413 (2020 - £545).

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

8. Staff costs

| | 2021 | 2020 |
|-------------------------------------|-----------------------|-----------------------|
| | £ | £ |
| Staff costs were as follows: | | |
| Salaries and wages | 348,040 | 96,211 |
| Social security costs | 34,471 | 8,286 |
| Other pension costs | <u>15,160</u> | <u>3,092</u> |
| | <u><u>397,671</u></u> | <u><u>107,589</u></u> |

There is one member of staff employed with emoluments in the period above £60,000.

There is one member of staff employed with emoluments in the period above £100,000.

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

| | 2021 | 2020 |
|-----------------|-----------------|-----------------|
| Number of staff | <u><u>8</u></u> | <u><u>2</u></u> |

9. Taxation

The company is a registered Charity and is, therefore, exempt from taxation.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

10. Fixed assets - tangible

| | Fixtures, Fittings & Equipment £ | Total £ |
|-----------------------|--|----------------|
| Cost | | |
| At 1 April 2020 | 16,057 | 16,057 |
| Additions | 679,429 | 679,429 |
| Disposals | <u>-</u> | <u>-</u> |
| At 31 March 2021 | <u>695,487</u> | <u>695,487</u> |
| Depreciation | | |
| At 1 April 2020 | 1,162 | 1,162 |
| Charge for the period | <u>28,083</u> | <u>28,083</u> |
| At 31 March 2021 | <u>29,246</u> | <u>29,246</u> |
| Net book value | | |
| At 31 March 2021 | <u>666,242</u> | <u>666,242</u> |
| At 31 March 2020 | <u>14,895</u> | <u>14,895</u> |

11. Fixed assets - intangible

| | Branding £ | Website £ | Total £ |
|-----------------------|----------------|---------------|----------------|
| Cost | | | |
| At 1 April 2020 | 95,400 | 47,100 | 142,500 |
| Additions | 72,086 | 46,140 | 118,226 |
| Disposals | <u>-</u> | <u>-</u> | <u>-</u> |
| At 31 March 2021 | <u>167,486</u> | <u>93,240</u> | <u>250,726</u> |
| Depreciation | | | |
| At 1 April 2020 | 9,540 | 4,710 | 14,250 |
| Charge for the period | <u>16,748</u> | <u>9,325</u> | <u>26,073</u> |
| At 31 March 2021 | <u>26,288</u> | <u>14,035</u> | <u>40,323</u> |
| Net book value | | | |
| At 31 March 2021 | <u>141,197</u> | <u>79,206</u> | <u>220,403</u> |
| At 31 March 2020 | <u>85,860</u> | <u>42,390</u> | <u>128,250</u> |

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

12. Debtors

| | 2021 | 2020 |
|---------------------------------|----------------|----------------|
| | £ | £ |
| Trade debtors | - | 676,210 |
| Other debtors | 14,908 | 3,751 |
| Other taxes and Social Security | 148,668 | 26,022 |
| Prepayments | <u>607,708</u> | <u>6,840</u> |
| | <u>771,284</u> | <u>712,823</u> |

13. Creditors

| | 2021 | 2020 |
|-----------------|----------------|---------------|
| | £ | £ |
| Trade creditors | 332,777 | 55,869 |
| Other creditors | 3,819 | 676 |
| Accruals | <u>18,830</u> | <u>7,500</u> |
| | <u>355,426</u> | <u>64,045</u> |

14. Obligations under leases and hire purchase contracts

Operating lease commitments

As at 31 March 2021, the charitable company had commitments under non-cancellable operating leases amounting to £5,000 due within one year.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

15. Funds

| | Balance at 1 April 2020 £ | Incoming resources £ | Outgoing resources £ | Gains & losses £ | Fund transfers £ | Balance at 31 March 2021 £ |
|---|------------------------------------|----------------------------|----------------------------|------------------------|------------------------|-------------------------------------|
| Core unrestricted designated funds | | | | | | |
| Royal Borough Greenwich | 1,954,545 | 500,000 | (379,032) | - | - | 2,075,513 |
| Total Unrestricted Funds | 1,954,545 | 500,000 | (379,032) | - | - | 2,075,513 |
| Restricted funds: | | | | | | |
| Culture recovery fund Core costs | - | 405,000 | (195,960) | - | - | 209,040 |
| Culture recovery fund Fixtures, fitting and Equipment | - | 579,000 | (24,005) | - | - | 554,995 |
| Job retention scheme Fund | - | 34,725 | (34,725) | - | - | - |
| Business grant income | - | 10,000 | - | - | - | 10,000 |
| Total Restricted Funds | - | 1,028,725 | (254,690) | - | - | 774,035 |
| Total Funds | 1,954,545 | 1,528,725 | (633,722) | - | - | 2,849,549 |

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

16. Funds (continued)

Core unrestricted funds

Unrestricted funds (including designated funds) are expendable at the discretion of the Trustees in furtherance of the Charity's objects. If part of an unrestricted fund is earmarked for a particular project it may be designated as a separate fund, but the designation has an administrative purpose only, and does not legally restrict the Trustees' discretion to apply the fund.

Restricted funds

This represents the funds held by the charity which are received for a particular project. The charitable company has received restricted funds during the period from Culture Recovery Fund in relation to coronavirus costs and impact on the trust..

17. Analysis of net assets between funds

| | Restricted funds 2021 £ | Unrestricted funds 2021 £ | Total 2021 £ |
|--|----------------------------------|------------------------------------|--------------------|
| Fixed assets | 651,347 | 235,298 | 886,645 |
| Cash at bank and in hand | 356,627 | 1,190,417 | 1,547,044 |
| Other net current assets/(liabilities) | <u>(233,939)</u> | <u>649,798</u> | <u>415,859</u> |
| | <u>774,035</u> | <u>2,075,513</u> | <u>2,849,548</u> |

18. Charity status

Woolwich Creative District Trust is a charitable company limited by guarantee and consequently does not have share capital.

Each of the Trustees is liable to contribute an amount not exceeding £1 towards the assets of the charitable company in the event of liquidation.

19. Ultimate controlling party

The charitable company is controlled by the Trustees.

WOOLWICH CREATIVE DISTRICT TRUST

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

20. Reconciliation of net income/(expenditure) to net cash flow from operating activities

| | 2021 | 2020 |
|--|-------------------------|-------------------------|
| | £ | £ |
| Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities) | 895,003 | 1,954,545 |
| Depreciation charge | 28,083 | 1,162 |
| Amortisation charge | 26,073 | 14,250 |
| Interest shown as investment income in SOFA | - | - |
| Decrease/(increase) in debtors | (58,462) | (712,823) |
| Increase/(decrease) in creditors | <u>291,382</u> | <u>64,045</u> |
| Net cash flow from operating activities | <u><u>1,182,079</u></u> | <u><u>1,321,180</u></u> |

21. Other professional services provided by our Auditors

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